

**NQUTHU LOCAL MUNICIPALITY
DRAFT 2017/2022
FOURTH GENERATION IDP**

JUNE 2017



1. SECTION A: EXECUTIVE SUMMARY	8
1.1. WHO WE ARE	8
2.1.1 Spatial Location within KZN	8
2.1.2 District Context.....	10
2.1.3 Local Context.....	11
2.1.4 Nquthu LM Ward Delineation	12
2.1.5 Traditional Leadership in Nquthu.....	13
1.2. KEY DEVELOPMENT CHALLENGES	13
1.3. LONG-TERM VISION	14
1.4. STRATEGIC FOCUS	14
1.4.1 BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT	15
1.4.2 SOCIO-ECONOMIC DEVELOPMENT	15
1.4.3 MUNICIPAL FINANCIAL VIABILITY	15
1.4.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	15
1.4.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	15
1.5. PLANNED INTERVENTIONS.....	16
1.6. PERFORMANCE MEASUREMENT	16
2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES	17
2.2 Introduction	17
2.3 Legislative Framework	17
2.4 Alignment with Provincial and National Policies	21
2.4.1 Medium Term Strategic Framework.....	24
2.4.2 Provincial Growth and Development Strategy	25
2.4.3 Back to Basics Programme	27
2.4.4 Operation Clean Audit	28
2.4.5 District Growth and Development Plan	28
3. SECTION C: SITUATIONAL ANALYSIS	29
3.1 SOCIO-ECONOMIC PROFILE	29
3.1.1 Population Size	29
3.1.2 POPULATION DISTRIBUTION	30
3.1.3 Sex by Broad age	32
3.1.4 POPULATION GROUPS	32
3.1.5 SEX RATIO	33
3.1.6 FERTILITY RATE	34
3.1.7 MORTALITY RATE.....	34
3.1.8 HIV PREVALENCE.....	35
3.2 SOCIO-ECONOMIC PROFILE	36
3.2.1 Household Size and Structure	36
3.2.2 WATER	36
3.2.3 SANITATION	37
3.2.4 ELECTRICITY	40
2.4.6 EDUCATION.....	42
3.2.5 EMPLOYMENT STATUS	45

4.	CROSS CUTTING ISSUES.....	45
4.1	STRUCTURING ELEMENTS	45
4.2	EXISTING NODES AND CORRIDORS	46
4.2.1	Large Convenient Centre.....	47
4.2.2	Rural Service Centers.....	47
4.2.3	Rural Service Centre Satellite	48
4.3	NODAL ASSESSMENT.....	48
4.3.1	Nquthu Town	48
4.3.2	Nondweni Town	49
4.4	DEVELOPMENT CORRIDORS	49
4.4.1	Secondary Corridors	49
4.4.2	Tertiary Corridor.....	50
4.4.3	Lower Order Corridors	50
4.4.4	AGRICULTURAL CORRIDORS	50
4.5	WALL TO WALL SCHEME	54
4.5.1	Demarcations	54
4.6	URBAN EDGE.....	54
4.6.1	Urban Settlement	54
4.6.2	Rural Villages	54
4.6.3	Conservation	55
4.7	LAND LEGAL ISSUES	55
4.7.1	Land Ownership.....	55
4.7.2	Land Reform Programme	56
5.	ENVIRONMENTAL ANALYSIS.....	58
5.1	Environmental Management Framework (EMF)	58
5.1.1	EMF Development Approach.....	58
5.1.2	EMF Objectives	59
5.1.3	UDM EMF Driving Forces.....	60
5.1.4	Environmental Statutory Framework.....	60
5.1.5	Environmental Profile	61
5.1.6	Environmental management priorities.....	62
5.1.7	Transition from Status Quo to Desired State	62
5.2	MONITORING AND EVALUATION TOOL	62
5.3	CLIMATE CHANGE	64
5.3.1	Climate change adaptation and mitigation strategy	65
5.3.2	Vulnerability Assessment	65
5.3.3	Developing a Greenhouse Gas Inventory	66
5.3.4	Developing a Climate Change Response Plan	67
5.3.5	Integration with IDPs	67
5.4	BIOPHYSICAL ENVIRONMENT	67
6.	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT.....	69
6.1	HUMAN RESOURCE STRATEGY	69
6.1.1	HUMAN RESOURCE FOR ENVIRONMENTAL MANAGEMENT	69
6.1.2	INSTITUTIONAL ARRANGEMENTS	69
6.1.3	POWERS AND FUNCTIONS	70
6.2	ORGANIZATIONAL STRUCTURE/ORGANOGRAM	71
6.2.1	Municipal Institution Capacity Status of Critical Posts	72

6.2.2	EMPLOYMENT EQUITY	72
6.2.3	Workplace Skills Plan	73
6.2.4	Implementation of Plans	73
6.2.5	ICT Policy	73
6.2.6	MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS	73
7.	SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS	74
7.1	Water & Sanitation	74
7.1.1	Water	74
7.1.2	Sanitation	77
7.1.3	OPERATIONS AND MAINTAINANCE PLAN	77
7.2	SECTOR DEPARTMENTS COORDINATION.....	79
7.2.1	SOLID WASTE.....	79
7.2.2	INTEGRATED WASTE MANAGEMENT PLAN	80
7.2.3	Landfill Site	80
7.3	TRANSPORTATION INFRASTRUCTURE.....	81
7.3.1	Road Network	81
7.3.2	TAXI RANK.....	83
7.3.3	OPERATIONAL AND MAINTAINANCE PLAN	83
7.4	SOURCES OF ENERGY	83
7.4.1	Electricity Energy	83
7.4.2	Alternative Sources of Energy	83
7.4.3	ENERGY SECTOR PLAN.....	84
7.4.4	OPERATIONS AND MAINTAINANCE PLAN FOR ENERGY	84
7.5	ACCESS TO COMMUNITY FACILITIES.....	84
7.5.1	LIBRARIES	84
7.5.2	COMMUNITY HALLS	84
7.5.3	SPORTS FACILITIES.....	88
7.5.4	THUSONG CENTRE.....	88
8.	HUMAN SETTLEMENTS	88
8.1	BULK INFRASTRUCTURE	90
8.2	CURRENT HOUSING SITUATION	90
8.3	FUNDING.....	91
8.4	SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS.....	93
9.	LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS	93
9.1	LOCAL ECONOMIC DEVELOPMENT DEFINITION	93
9.1.1	The LED Strategy	94
9.1.2	Economic Analysis.....	94
9.1.3	Informal Economy	95
9.1.4	Strategic Programmes.....	95
9.2	JOB CREATION INITIATIVES	96
9.2.1	Green Job Initiatives	96
9.2.2	Overall Business Environment.....	97
9.2.3	Performance of Key Industries/Firms.....	97
9.2.4	Capacity of the Municipality	97
9.2.5	Private Sector Funding	98
9.3	EXPANDED PUBLIC WORKS PROGRAMME	98
9.3.1	Local Economic SWOT Analysis	98
9.4	BROAD BASED COMMUNITY NEEDS	99

9.5	ACCESS TO SOCIAL FACILITIES	101
9.5.1	Access to Health Facilities	101
9.5.2	Education.....	104
9.5.3	Safety and Security	104
9.6	NATIONAL BUILDING AND SOCIAL COHESION.....	108
10.	SOCIAL DEVELOPMENT	108
10.1	COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS	108
10.1	YOUTH DEVELOPMENT	108
10.2	Development of People with Disabilities	109
10.3	Development of the Elderly	109
10.4	DEVELOPMENT OF WOMEN	109
10.5	PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS	110
10.6	EARLY CHILDHOOD DEVELOPMENT	110
10.11	SOCIAL DEVELOPMENT SWOT ANALYSIS	111
11.	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS	112
11.1	CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS	112
11.1.1	INDIGENT SUPPORT	112
11.1.2	REVENUE ENHANCEMENT AND PROTECTION STRATEGIES	112
11.1.3	MUNICIPAL CONSUMER DEBT POSITION	112
11.1.4	Grants and Subsidies	113
11.1.5	Municipal Infrastructure Assets and Maintenance	113
11.2	CURRENT AND PLANNED BORROWINGS	113
11.2.1	EMPLOYEE RELATED COSTS	113
11.2.2	MUNICIPALITY'S CREDIT RATING.....	113
11.2.3	Financial Viability and Management: SWOT Analysis	114
12.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS	116
12.1	Good Governance	116
12.2	National, Provincial Programmes Rolled Out at nquthu Municipality	116
12.2.1	Community Participation.....	116
12.2.2	Taking government to the people.....	117
12.3	National and Provincial Programmes rolled-out at Municipal Level:	117
12.3.1	Operation SukumaSakhe	117
12.3.2	BACK TO BASIC	119
12.3.3	Intergovernmental Relations	119
12.4	MUNICIPAL STRUCTURES.....	119
12.4.1	Councillors and EXCO	119
12.4.2	Portfolio Committees	120
12.4.3	Ward Committees	120
12.4.4	Municipal Public Accounts Committee.....	121
12.4.5	Audit Committee.....	122
12.4.6	Internal Audit	122
12.4.7	MUNICIPAL BID COMMITTEES	122
12.5	STATUS OF MUNICIPAL POLICIES	122
12.5.1	MUNICIPAL RISK MANAGEMENT.....	126
12.5.2	Municipal Bylaws	128
12.6	PUBLIC PARTICIPATION ANALYSIS	128
12.7	ROLES AND RESPONSIBILITIES	130

12.8	IDP AND BUDGET PROCESS PLAN PROGRAMME 2017/2018	132
12.4	Good Governance and Public Participation: SWOT Analysis	134
13.	KEY CHALLENGES	0
13.4.1	COMBINED SWOT ANALYSIS	2
13.4.1	KEY CHALLENGES	3
13.1	MEC COMMENTS	6
14.	DEVELOPMENT STRATEGY	35
4.1	Context for the Development Strategy	35
4.2	The Municipal Vision	35
4.3	The Municipal Mission Statement	36
4.4	Core Values	36
4.5	Priorities	37
4.6	Development Goals	37
9.7	4.7 Development Objectives and Strategies.....	39
15.	IMPLEMENTATION PLAN	50
16.	SECTION F : FINANCIAL PLAN.....	50
16.1	FINANCIAL PLAN ANALYSIS	61
6.1	RENTAL FACILITIES AND RENTAL	61
6.2	PROPERTY RATES AND REFUSE REMOVAL SERVICES.....	61
9.8	6.3WATER SUPPLY SERVICES AND LICENCING FACILITIES	62
9.9	6.4 ELECTRICITY SUPPLY SERVICES	62
17.	SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	78
17.1	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM.....	78
17.2	INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	79
18.	SECTION I: ANNEXURES.....	80
18.1	ANNEXURES.....	80

LIST OF FIGURES

FIGURE 1: PROVINCIAL CONTEXT.....	8
FIGURE 2: PGDS STRATEGIC FRAMEWORK.....	26
FIGURE 3: AGE & GENDER DISTRIBUTION	30
FIGURE 4 : BROAD AGE	32
FIGURE 5: BIRTHS AT HEALTH FACILITIES.....	34
FIGURE 6: PIPED WATER SUPPLY	37
FIGURE 7 : ELECTRICITY.....	40
FIGURE 8: EDUCATION STATUS	42
FIGURE 9 : EMPLOYMENT STATUS	45
FIGURE 10: BROAD OVERVIEW OF EMF DEVELOPMENT PROCESS	58
FIGURE 11: ENVIRONMENTAL FEATURES ASSESSED DURING THE EMF STATUS QUO PHASE.....	61
FIGURE 12: VULNERABILITY ASSESSMENT	66
FIGURE 13 : MUNICIPAL ORGANIZATIONAL ARRANGEMENT	69
FIGURE 14: MUNICIPAL STAFF COMPLIMENT	71

LIST OF TABLES

TABLE 1 : GENERAL WARD INFORMATION	12
TABLE 2: LEGISLATIVE FRAMEWORK	17
TABLE 3: NATIONAL AND POLICY FRAMEWORK	21
TABLE 4: ALIGNMENT OF THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY TO THE MUNICIPAL SECTORS	26
TABLE 5: TOTAL POPULATION	29
TABLE 6: RACE	33
TABLE 7: SEX RATIO	33
TABLE 8: TOTAL BIRTHS AT FACILITY	34
TABLE 9: MATERNAL DEATHS	35
TABLE 10: HIV PREVALENCE	35
TABLE 11 : MUNICIPAL STAFF	73
TABLE 12: SWOT ANALYSIS	73

LIST OF MAPS

MAP 1: DISTRICT CONTEXT	9
MAP 2 : POPULATION DISTRIBUTION	31
MAP 3: UNIMPROVED PIT LAVATORIES	39
MAP 4 : ELECTRICITY NETWORK	41
MAP 5 : ACCESS TO SECONDARY SCHOOLS	42
MAP 6 : ACCESS TO PRIMARY SCHOOLS	43
MAP 7 ; NODES AND CORRIDOR	52
MAP 8 : LAND CLAIMS	57
MAP 9: SANITATION UNIMPROVED PIT LATRINES	78
MAP 10: WASTE MANAGEMENT	80
MAP 11: ACCESSIBILITY VIA ROADS	82
MAP 12: ACCESS TO LIBRARIES	85
MAP 13: ACCESS TO COMMUNITY HALLS	86
MAP 14: SETTLEMENTS	89
MAP 15: NUMBER OF HOUSING BACKLOG (SUB-PLACES)	92
MAP 16: ACCESS TO HEALTH FACILITIES	102
MAP 17 : ACCESS PRIMARY SCHOOL	105
MAP 18: ACCESS TO SECONDARY SCHOOLS	106
MAP 19: ACCESS TO POLICE STATIONS	107

1. SECTION A: EXECUTIVE SUMMARY

1.1. WHO WE ARE

2.1.1 Spatial Location within KZN

Nquthu is a Category B municipality established in 2000 as one of the four local municipalities that constitute the UMzinyathi District Municipality. Nquthu local municipality (KZN242) is one of four local municipalities that make up the Umzinyathi District Municipality. Nquthu LM is located north east of the kwa-Zulu Natal province and further north eastern boundary of the district and is boarded by the following six (6) municipalities:

- eMadlangeni and Abaqulusi municipalities on the north;
- Ulundi Municipality on the east;
- Nkandla Municipality on the south; and
- Msinga and Endumeni Municipalities to the west.

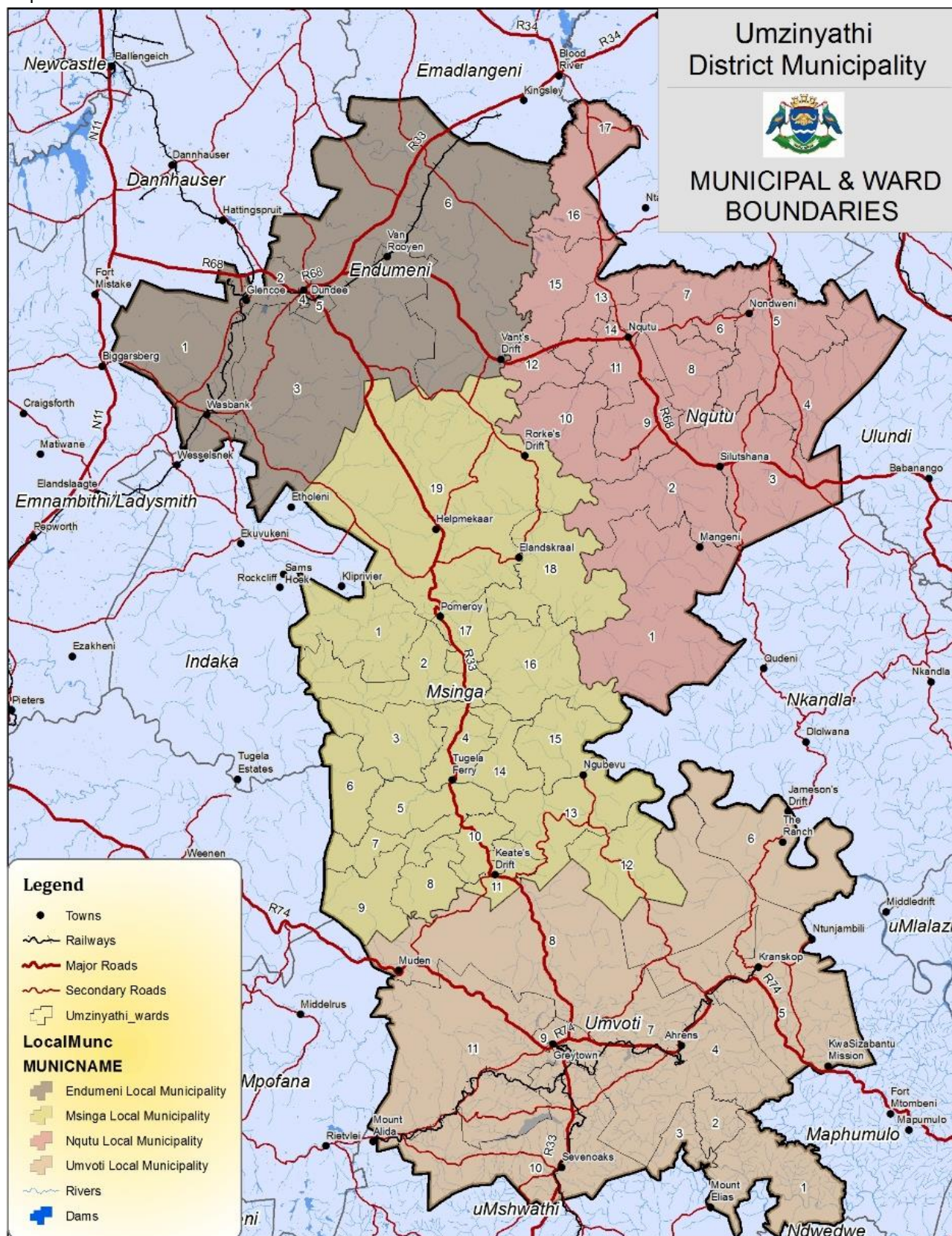
Figure 1: Provincial Context



Source: Wikipedia 2017

The Map 2 below shows the location of the local municipalities within the district:

Map 1: District Context



Source: Umzinyathi DM GIS Unit – 2014

2.1.2 District Context

The municipal area is 8079 km² and has extensive grasslands in the north supporting the primary agricultural sector based on cattle ranching for beef, small scale sheep and mixed farming and maize cultivation. In the southern areas substantial forestry is prevalent. Sugar cane and smaller scale fruit farming such as avocado and kiwi fruit cultivation also occur.

Mineral deposits found in the district include coal and metal ores. Only coal was mined on a large scale in the eNdumeni Municipality. The coal mining industry is undergoing a restructuring process. There is a decline in corporate interest in the industry, however there is interest in the small scale regeneration of the coal belt for SMME development. A small amount of stone quarrying occurs in the district. Within eNdumeni Local Municipality, Dundee has the main economic activities ranging from retail trade, tourism and farming. Dundee is a centre from which tourism based on the cultural heritage of the Zulu Kingdom and “Battlefields” is emphasised and managed to some extent, and there is also Glencoe which serves as a secondary centre to Dundee.

Umzinyathi District Municipality, in conjunction with its north western neighbour aMajuba Municipality, is branded as the “custodian” of the “Battlefields region of the Zulu Kingdom”. The “Battlefields of the Zulu Kingdom” are located in the hinterland and lie “in the shadow” of the majestic Drakensberg mountains spanning the western boundary of KwaZulu-Natal. This branding is of international and regional significance. In conjunction with the Beaches of the South and North Coast and Big Five Game attractions in the East of KwaZulu-Natal, the “Battlefields of the Zulu Kingdom” form a vital role in the spatial economy of the province from a tourism perspective. However, within Umzinyathi, the range of battlefields attractions is not adequately harnessed for their job creating opportunities across the municipality.

The main town in the Umvoti Municipality is Greytown. It is the agricultural centre of the district and contributes substantially to the economic viability of the district. Nquthu and Msinga Local Municipalities are rural based subsistence economies with cultural heritage areas that attract some tourists but need to be substantially developed. The main towns are Nqutu, Pomeroy and Tugela Ferry. The topography of the district is characterised by extensive variation with deep river gorges, rolling grasslands, extensive wetlands, hills and valley bush-veld. These characteristics make the development of infrastructure difficult and costly particularly in the steep terrain. The general slope of the land is between 1:5 and 1:6 and it is susceptible to soil erosion where it is not carefully managed.

2.1.3 Local Context

Nquthu covers an area of approximately 1451km², and is predominantly rural in nature with expansive low-density rural settlements being one of the major features. Nquthu has a total population of 165 307, with the community spread unevenly among the 17 municipal wards with the majority being resident within the 9 traditional authority areas.

Nquthu town and Nondweni to a limited extend are the main nodal area and the most densely populated settlement in Nquthu Local Municipality, and as such is the only large convenience centre within the municipality. It serves as the main activity node for commercial and administrative activities. Nondweni, being the second largest settlement in Nquthu Municipality serves as the largest Rural Service Centre in the Municipality. Nquthu plays a very exact role in service delivery. Nqutu will be an important node in the Umzinyathi District Municipal area. Subsistence farming in the immediate vicinity of Nqutu is evident and forms an integral part of the settlement activities in and around the node. Nquthu town is small but stable urban area that has a reputation as the primary commercial, administrative and service centre for the municipality (Nquthu Local Municipality SDF 2015).

Nquthu town nevertheless is the main economic node for the Local Authority. The Rural Service System created by the KZN Planning Commission designed a set of criteria for classifying settlements Nquthu Town could on the district level, be seen as a primary node. Primary nodes, according to the RSS, are serviced by a number of secondary nodes providing lower order services to their communities. Nquthu is such a secondary node (district classification) despite the fact that it serves as the main economic centre for Nquthu Local Municipality.

As a small rural town, Nquthu experiences exclusion and underdevelopment conditions because of the legacy of apartheid bureaucracy in terms of administration. The infrastructure and services in the town is poor or underdeveloped and this affects an effort by the municipality to promote and attract investments. Nquthu Municipality is one of the local municipalities falling under Umzinyathi District Municipality. Primary access to the Nquthu Municipality can be gained through the R68 linking Ulundi and Newcastle/Dundee. Another important provincial road that runs through the municipality is the R33, passing through the northern areas, passing east of Nondweni before linking with Vryheid with the R68.

The municipality has an extent of approximately 196,229Ha and is abutted in the north by the Abaqulusi and Emadlangeni Municipality to the east by the

Ulundi Local Municipality, Nkandla Local Municipality in the south and in the west by the Endumeni & Msinga Local municipalities.

The municipality is now demarcated into 17 wards after the Demarcation Board increased them from 15 wards in May 2011 in time for the General elections. The wards and their extent are listed in the table below. A further and more detailed analysis of the current demographic, social, economic and environmental status quo is included in later sections of the document.

2.1.4 Nquthu LM Ward Delineation

The municipality is now demarcated into 17 wards after the Demarcation Board increased them from 15 wards in May 2011 in time for the General elections. The wards and their extent are listed in the table below. A further and more detailed analysis of the current demographic, social, economic and environmental status quo is included in later sections of the document.

Table 1 : General Ward Information

Ward	Extent	Main Settlements
1	35028 Ha	<ul style="list-style-type: none"> • Mpukunyoni • Qhudeni • Ndlovana
2	16608 Ha	<ul style="list-style-type: none"> • Hlajakazi • Silutshana
3	22822 Ha	<ul style="list-style-type: none"> • Frischgewaagd
4	16727 Ha	<ul style="list-style-type: none"> • Jama • Excelsior
5	15413 Ha	<ul style="list-style-type: none"> • Witkop
6	2080 Ha	<ul style="list-style-type: none"> • Nondweni
7	11798 Ha	<ul style="list-style-type: none"> • Maduladula
8	9890 Ha	<ul style="list-style-type: none"> • Patsoane
9	9044 Ha	<ul style="list-style-type: none"> • None
10	12931 Ha	<ul style="list-style-type: none"> • St. Augustine • Masotsheni • Ncepheni • Isandlwana
11	6040 Ha	<ul style="list-style-type: none"> • None
12	4988 Ha	<ul style="list-style-type: none"> • Hlati Dam
13	6336 Ha	<ul style="list-style-type: none"> • Ndindindi • Mkhonjane • Mafitleng
14	1453 Ha	<ul style="list-style-type: none"> • Nquthu
15	11227 Ha	<ul style="list-style-type: none"> • None

16	9107 Ha	<ul style="list-style-type: none"> • Haladu • Mphazima
17	4729 Ha	<ul style="list-style-type: none"> • Ngolokodo

Source: Nqutu SDF 2017

2.1.5 Traditional Leadership in Nquthu

Nquthu LM comprises of nine (9) traditional council areas, namely:

1. Sizamile
2. Jama
3. Khiphinkunzi
4. Emandleni
5. Mbokodebomvu
6. Vulindlela
7. Mangwe-Buthanani
8. Molefe
9. KwaZondi

1.2. KEY DEVELOPMENT CHALLENGES

Although Nquthu Municipality with the assistance of UMzinyathi District, Provincial Government and the National Government has made major progress to improve the living conditions and addressing massive poverty, the area is still characterized by a number of challenges. These include the following:

- High rate of unemployment.
- Service backlogs, particularly water and sanitation.
- Poverty which occurs in the form of income, relative and absolute poverty.
- Lack of economic investment and the associated infrastructure.
- Unplanned settlements with some occurring in land that is not suitable for human settlement.
- Congestion in Nquthu Town.
- Poor access to public facilities such schools, clinics, and other government services.
- Dependence on grant funding as the area has a small rates base.
- Inability to attract and retain skilled and experienced staff (high staff turn-over rate).

However, there are opportunities for development. Economic development opportunities are mainly in the areas of tourism and agriculture:

- Nquthu is located within the battlefields route with one of the landmarks or world acclaimed destinations – Isandlwana located within the municipal area. Community based tourism remains untapped.
- Nquthu has large portions of land with relatively good agricultural production potential which are lying fallow. The land can be assembled and packaged for both dryland and irrigated agriculture. There is also potential for livestock farming.
- Further commercial development in Nquthu Town.

1.3. LONG-TERM VISION

Nquthu Local Municipality's objective is to make real the principles of the Constitution, National Development Plan and the Provincial Growth and Development Strategy through integrated development planning. As such, through the IDP and its processes, the Municipality seeks to:

- Actively engage with citizens of the Municipality and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the area;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilize resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serve.

In line with the general objects of local government and the objectives outlined above, Nquthu Municipality aspires:

“To be the champions of sustainable local economic and community development, through good governance”

Realisation of this vision requires the municipality to adopt a clearly defined organisational philosophy including commitment to serving the public, accountability, sustainable development.

1.4. STRATEGIC FOCUS

The Municipality will ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

1.4.1 BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The strategy focuses on facilitating the provision of new infrastructure and also the maintenance of existing infrastructure to ensure harmonious and sustainable service delivery to the communities.

The provision of access roads, water and sanitation, is inadequate within the Municipal area and huge backlogs exists which can only be eradicated at a minimum standard level.

1.4.2 SOCIO-ECONOMIC DEVELOPMENT

The strategy aims to identify potential and feasible initiatives that will contribute to the alleviation of poverty within the District Municipality. The Municipality has amongst the highest unemployment rates in KwaZulu-Natal and a very high rate of adult illiteracy. The impact of HIV/Aids is also recognized as affecting businesses in terms of labour productivity and declining demand. It also has huge social cost factors in terms of the provision of effective education, health and social services.

1.4.3 MUNICIPAL FINANCIAL VIABILITY

The strategy focuses on ensuring sound financial management and responsible budgeting as per the requirements of the MFMA that will ensure proper alignment with the Municipality's IDP. The implementation of the IDP is reliant of an effective financial management system, and a strategy to enhance this capacity is necessary.

1.4.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The strategy focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation. Constant interaction of the Municipality with other spheres of government is required since municipalities depend on financial and institutional support and petition on rate levies from these tiers of government and community and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

1.4.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

This area focuses on promoting comprehensive administration which is proficient and operative that will enable the municipality to meet its development needs. The municipality have formulated a comprehensive Human Resource Strategy which addresses all the matters pertaining the administration of the municipality and elaborate on strategies that will be utilized to retain qualified staff. The Strategy have been approved by the corporate portfolio committee and council.

1.5. PLANNED INTERVENTIONS

In terms of improving Nquthu Local Municipality, various initiatives are being undertaken which will benefit the staff as well as the community. This is done through the LED implementation within the community in order to create competitive and effective communities with the empowerment of SMME's. This reduces the rate of poverty and unemployment within Nquthu area. Internally, the staffs are continually being trained in various facets of local government management to improve their efficiency and effectiveness.

Nquthu Municipality has Property Rates Act which is being implemented, this uplift the revenue of the municipality. Even though the other parts of Nquthu are rural and fall under Ingonyama Trust, the municipality is able to collect up to 50% of rates in the areas which are owned by the municipality. The Municipality has prioritized with the basic services in order to reduce the backlog in the area. Local access roads are being constructed to elevate the ratio of poor roads condition and make it more accessible to the communities. Nquthu town has an existing Town Planning Scheme which guides development within the jurisdiction which falls in the scheme. This will benefit both Nquthu Municipality and residents as it allows the municipality to levy rates within the town and to plan more effectively for this area.

1.6. PERFORMANCE MEASUREMENT

The Municipal Systems Act (Act 32 of 2000) as well as the Municipal Planning and Performance Management Regulations prescribe that all municipalities shall establish and implement an Organizational Performance Management System (PMS). Such a system is aimed at measuring the performance of a municipality in terms of targets and objectives set out in the IDP. Legislation places an obligation on the municipality to involve the community when developing the PMS as well as setting of Key Performance Indicators (KPI's) and performance targets.

Nquthu Municipality has reviewed its Organizational Performance Management Framework (OPMS). Therefore the municipality is complying with

legislations that govern the local government. The framework is legally binding and all municipal employees abide by it, however at present it applies to S56/57 managers. The document was presented to management in November 2015 and adopted by council in 23 June 2016. Council still, set annual objectives with related KPI's in line with the development objectives in the IDP as well as its Vision. These are measured regularly and corrective action is taken when necessary.

PMS monitors and measures the performance where the Service Delivery Budget and Implementations is used to facilitate the tracking of progress in terms of expenditure in relation to the objectives set in the IDP. The SDBIP will be compiled thirty days after the final Budget has been adopted by the council in accordance with the legislation.

2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

2.2 Introduction

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. In terms of Section 28 of the Municipal Systems Act 32 of 2000, municipalities are required to prepare a process that will guide the planning, drafting, adoption and review of the Integrated Development Planning.

All municipalities have to undertake an integrated development planning process to produce integrated development plans (IDPs) as required in terms of the Section 32 of the Municipal Systems Act of 2000. The IDP is a legislative requirement and it has a legal status, and it supercedes all other plans that guide development at local government level. The 2017/22 IDP is the fourth generation of the IDPs as required in terms of Section 32 of the Municipal Systems Act (No 32 of 2000), which commences from the 2017/18 financial year.

2.3 Legislative Framework

Table 2: Legislative Framework

No	Legislative Framework	Principles/Directives
1.	Constitution of the Republic of South Africa, Act 108 of 1996	The Constitution requires municipalities to undertake developmental orientated planning to ensure that it: <ul style="list-style-type: none"> • Strives to achieve the objectives of local

		<p>government as indicated in Section 152;</p> <p>Gives effect to its developmental duties as required by Section 153;</p> <ul style="list-style-type: none"> • Together with other organs of state it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.
2.	Municipal Structures Act (No 117 of 1998)	<p>The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the Metro, Districts and Local Municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.</p>
3.	Municipal Systems Act (No 32 of 2000)	<p>According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce integrated development plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality. That:</p> <ul style="list-style-type: none"> • is based on up to date and accurate statistics and empirical data that can inform strategic decision making; • integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction; • forms the general basis on which annual budgets are developed; • aligns the resources and capacity of the municipality with the implementation of the plan; • assists a municipality in fulfilling its constitutional mandate as developmental local government; and • facilitates the processes of democratisation and sustainability

		through vigorous public participation.
4.	Municipal Finance Management Act (No 56 of 2003)	<p>The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that:</p> <ul style="list-style-type: none"> • At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for: <ul style="list-style-type: none"> ○ The preparation, tabling and approval of the annual Budget; ○ The annual review of the integrated development plan in terms of Section 34 of the Municipal Systems Act, and the Budget related policies ○ The tabling and adoption of any amendments to the integrated development plan and budget related policies, and ○ The consultative processes forming part of the processes referred above.
5.	Disaster Management Act (No 53 of 2002)	<p>The Disaster Management Act No 53 of 2002, Section 25 requires:</p> <p>(1) Each municipality must, within the applicable municipal disaster management framework-</p> <ul style="list-style-type: none"> • prepare a disaster management plan for its area according to the circumstances prevailing in the area; • co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; • regularly review and update its plan: and • through appropriate mechanisms,

		<p>processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.</p> <p>(2) A disaster management plan for a municipal area must-</p> <ul style="list-style-type: none"> • form an integral part of the municipality's integrated development plan; • anticipate the types of disaster that are likely to occur in the municipal area and their possible effects; • place emphasis on measures that reduce the vulnerability of disaster-prone areas, • seek to develop a system of incentives that will promote disaster management in the municipality; • identify the areas, communities or households at risk; • take into account indigenous knowledge relating to disaster management; • promote disaster management research; • identify and address weaknesses in capacity to deal with possible disasters; • provide for appropriate prevention and mitigation strategies; • contain contingency plans and emergency procedures in the event of a disaster, <p>(3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.</p>
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		(4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.
6.	Local Government: Municipal Planning and Performance Management Regulations, 2001	In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

2.4 Alignment with Provincial and National Policies

Table 3: National and Policy Framework

No	National Policy / Framework	Principles/Directives
1.	Breaking New Ground This policy is fundamentally about the need to move away from a housing-only approach to a more holistic development of human settlements, including the provision of social and economic infrastructure.	<ul style="list-style-type: none"> • Safe and secure environments. • Adequate access to economic opportunities. • A mix of safe and secure housing and tenure types. • Reliable and affordable basic services, educational, entertainment, health, welfare and police services within a multi-purpose cluster concept. • Compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit. • Low-income housing in close proximity to areas of opportunity. • Integrated, functional, and environmentally sustainable human settlements, towns and cities. • Encourage social (medium-density)

		<p>housing.</p> <ul style="list-style-type: none"> • Alternative technology and design.
2.	<p>Comprehensive Rural Development Programme (CRDP) is a national strategy focusing on dealing effectively with rural poverty through the optimal use and management of natural resources.</p>	<p>The programme focus on a three pronged strategy covering the following:</p> <ul style="list-style-type: none"> • Agrarian transformation. • Rural development emphasising: • Improved economic infrastructure • Improved social infrastructure. • Land reform: • Increase the pace of land redistribution • Increase the pace of land tenure reform • Resolving outstanding land restitution claims
3.	<p>National Development Plan Vision for 2030</p> <p>The NDP 2030 presents a long-term vision for South Africa and addressed the Governments programme to “attack” poverty and deprivation with the aim of nation building</p>	<p>The vision highlights a number of focus areas, which are as follows:</p> <ul style="list-style-type: none"> • The economy and employment • Economic infrastructure. • Transition to a low carbon economy. • An inclusive rural economy. • Positioning South Africa in the world. • Human settlements. • Improving education, innovation and training. • Promoting health. • Social protection. • Building safer communities. • Building a capable state. • Promoting accountability and fighting corruption. • Transforming society and uniting the country. <ul style="list-style-type: none"> • The economy and employment: This requires creating an environment for sustainable employment and economic growth. These conditions may be created through the identification of key economic sectors as well as the key challenges that affect the efficiency of these sectors such as transport, lack of facilities and infrastructure.

		<ul style="list-style-type: none"> • Economic infrastructure: There is an unequal distribution of economic infrastructure which therefore increases regional inequalities. • An inclusive rural economy: The NDP identifies the need for rural communities to have greater opportunities to participate fully in the economic, social and political life of the country. Rural communities therefore have a great need for basic infrastructure as well increasing the economic growth through agriculture and tourism. • Human settlements: This element deals with eradicating the dysfunctional settlement patterns and weak spatial planning. Dealing with sustainable human settlements requires a number of consideration such as transport links, economic opportunities, preserving environmentally sensitive areas and availability of social facilities.
4.	State of the Nation Address (SONA)	<p>Implementation of the Nine Point Plan:</p> <ul style="list-style-type: none"> • Revitalisation of the agriculture and agro-processing value-chain; • Advancing beneficiation adding value to our mineral wealth; • More effective implementation of a higher impact Industrial Policy Action Plan; • Unlocking the potential of SMME, co-operatives, township and rural enterprises; • Resolving the energy challenge; • Stabilising the labour market; • Scaling-up private-sector investment; • Growing the Ocean Economy; • Cross-cutting Areas to Reform, Boost and Diversify the Economy; <ul style="list-style-type: none"> ○ Science, technology and innovation ○ Water and sanitation ○ Transport infrastructure ○ Broadband rollout

		<ul style="list-style-type: none"> o State owned companies
6.	Key priority areas of the State of Province Address	<p>Creation of more jobs, decent work and sustainable livelihoods for inclusive growth: The province acknowledges the creation of jobs through investments in strategic infrastructure to unlock economic opportunities in which most will be driven in the implementation of the Strategic Integrated Projects</p> <ul style="list-style-type: none"> • Rural development, land reform and food security: Through the Rural Development Programme the Province is aiming at improving the livelihoods of the rural communities through expansion of rural development programmes to ensure sustainability. This includes empowering rural communities to move from limited subsistence and food security activities to gain access to the formal economy • Education: The province aims at delivering professional management and relevant teacher support programme which will include the expansion and improvement of tertiary education and training system • Health: The province aims at expanding facilities and training of health professionals. The province was generally characterised by a need for the overhaul of infrastructure, upgrades of existing facilities as well as construction of new facilities • Fighting crime and corruption: Over the next five years, the province has aimed at seeing better policing which is the engine room of safety and crime-prevention in the Province

2.4.1 Medium Term Strategic Framework

The 2014 – 2016 MTSF focuses on the following priorities:

- Radical economic transformation, economic growth and job creation;
- Rural development, land agrarian and reform, and food security;

- Ensuring access to adequate human settlements and quality basic services;
- Improving the quality of life and expanding access to education and training;
- Ensuring quality health care and social security for all citizens;
- Fighting corruption and crime;
- Contributing to a better Africa and a better world; and
- Social cohesion and nation building.

2.4.2 Provincial Growth and Development Strategy

The province of KwaZulu – Natal has reviewed the Provincial Growth and Development Strategy which was developed in 2011, and was adopted by the Cabinet in September 2016, and the Plan in December 2016. The 2016 Provincial Growth and Development Strategy provides a strategic framework for development in the Province; it has seven strategic goals and 31 strategic objectives which some have been changed and also added new ones, and also key specific targets linked to each strategic goal which have to be achieved by 2035.

On the main, the purpose of the Provincial Growth and Development Strategy is to build a gateway for growing the economy for the continued development and improvement of the quality of life of all people living in the province whilst ensuring that the currently marginalised have broader socio – economic opportunities. It also provides a strategic framework for accelerating and sharing the benefits of an inclusive economic growth through deepened, meaningful, effective and sustainable catalytic and developmental interventions. The revised 2016 KZN PGDS continues to:

- Be a primary growth and development strategy for KwaZulu – Natal, now to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, private sector, civil society, labour in order to achieve the desired growth and developmental goals;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Guide clearly defined institutional arrangements which ensure decisive and effective leadership, robust management, through implementation and ongoing inclusive reviews of the growth and development plan;
- Provide a firm basis for monitoring, evaluation, and reporting, as well as a framework for public accountability.

The Strategic Framework of the 2016 Provincial Growth and Development Plan is as follows:

Figure 2: PGDS Strategic Framework



Source: 2016 Provincial Growth and Development Strategy

Alignment of the Provincial Growth and Development Strategy to the Municipal Sectors is as follows:

Table 4: Alignment of the Provincial Growth and Development Strategy to the Municipal Sectors

No	PGDS Strategic Goals	Municipal Sectors
1.	Inclusive Economic Growth	Agriculture, Mining, Manufacturing, Tourism and EPWP Programmes
2.	Human Resource Development	Primary and Secondary Education, Skills Development to support the economy
3.	Human and Community Development	Health, Food Security and Human Settlement
4.	Strategic Infrastructure	Road and Rail, Water, Sanitation, Energy, ICT, Health, Education and Human Settlement
5.	Environmental Sustainability	Productive use of land, Renewable Energy, Biodiversity and Climate Change

6.	Governance and Policy	Public and Private Sector Relations,
7.	Spatial Equity	Rural Development Imperatives and Land Use Planning Controls, New Emerging Towns

Source: 2016 Provincial Growth and Development Strategy

2.4.3 Back to Basics Programme

It must be acknowledged that the municipalities are not the same and as such cannot be treated the same. They are different in terms of geographic locations, the ability to generate income and ability to recruit skilled personnel. The support and capacity building to be implemented will therefore vary as per the capacity assessment report. Each support programme must target that specific municipality's pertinent need.

To ensure targeted support and capacity building is contained in the implementation model that will be supplemented by a Differentiated Model to Support, Capacity Building and Training, to guide the differentiation that should be included in Intensive Support Plans. In terms of the back to basics, Municipalities are categorised according to their functionality and performance capabilities. Currently, there are three categories, the functional, those that are challenged and those that require intervention, and Umzinyathi District Municipality was previously categorized amongst the eight municipalities which required intervention.

A support plan was then developed for the municipality in partnership with the Department of Co-operative Governance and Traditional Affairs to address the intervention areas, and the municipality is reporting on monthly and quarterly basis in terms of the implementation thereof. Through effective implementation of the support plan which is being implemented, monitored and reported on, Umzinyathi District Municipality has been categorised amongst other municipalities which are functional and aims to maintain that status. The reviewed and updated support plan which will be implemented during the 2017/18 financial year is attached herewith as Appendix.

2.4.4 Operation Clean Audit

Government has set a target for the government departments and municipalities to achieve Operation Clean Audit by 2014. Umzinyathi District Municipality managed to achieve Operation Clean Audit for the 2011/12 financial year, which was before the national target which is 2014.

The municipality is also committed and dedicated in retaining the clean audit report for the end of 2016/17 financial year, to ensure that the pride for the municipality of good governance and financial management is realised once again, and has in place sound and efficient financial systems, and also capable employees which would enable the achievement thereof.

2.4.5 District Growth and Development Plan

In February 2011, the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to prepare the KwaZulu- Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. It was outlined that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and Metro will need to develop a District Growth and Development Plan (DGDP) and Growth and Development Plan which will extract all issues of implementation from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritized.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Strategy into a more detailed implementation plan at a district level, inclusive of a activity level framework with targets and responsibilities assigned to the appropriate local municipalities, the district municipality, provincial and national government departments to enable the province to measure its progress in achieving the accepted growth and development goals.

The municipality adopted the District Growth and Development Plan in May 2015. Through the preparation of the plan, there were gaps in terms of required information from various sector departments to serve as a base to set the key performance indicators and targets for 2020, 2025 and 2030. Therefore, the municipality has been unable to effectively implement the District Growth and Development Plan. On the 07 April 2017, the Office of the Premier, COGTA, Department of Public Works and EDTEA committed in assisting all the districts

municipalities with the review of the District Growth and Development Plans, and also to ensure that they are fully aligned to the PGDS and the IDPs. The process is to commence from April – November 2017. The final District Growth and Development Plan will be integrated into the 2018/19 IDP Review. The implementation framework of the current District Growth and Development Plan is provided under Section E which is Strategic Mapping and Implementation Plan.

3. SECTION C: SITUATIONAL ANALYSIS

3.1 SOCIO-ECONOMIC PROFILE

3.1.1 Population Size

According to the 2016 Community survey, UMzinyathi DM has a total population of 554 884 which shows a steady increase compared with the 2011 figures. Nquthu Local Municipality is the second largest contributor with a population of 171 325. The population per municipality in the uMzinyathi DM is broken down as follows:

Table 5: Total Population

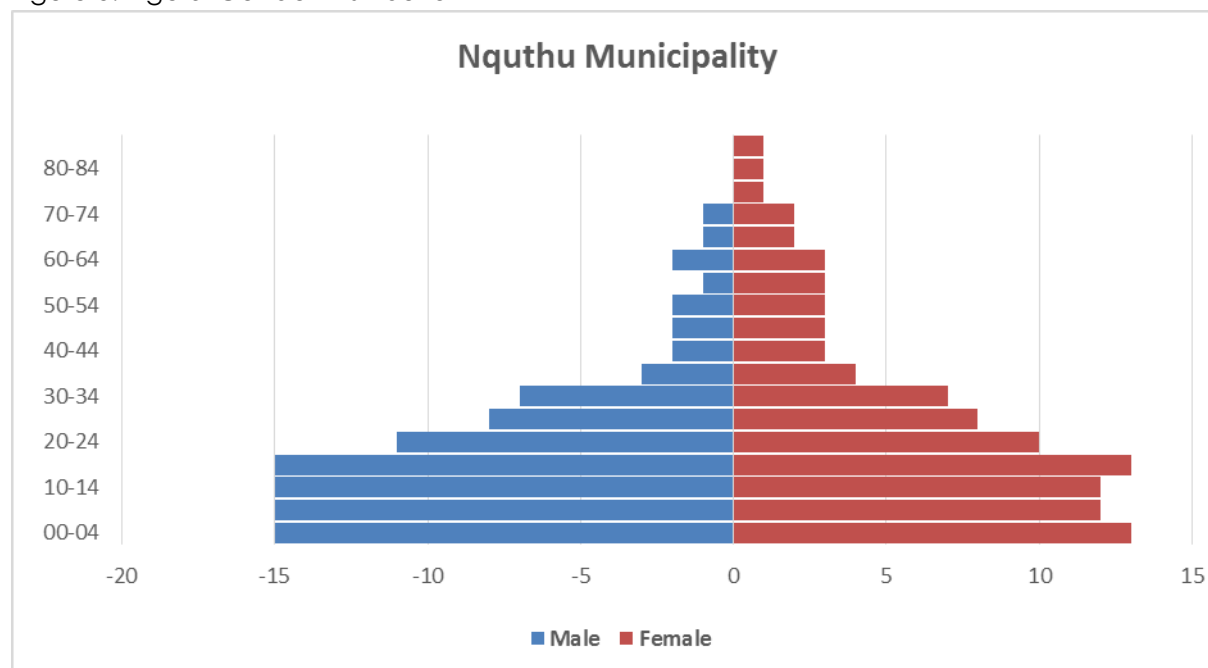
Municipality	Total population	% of Total population	Households
Umzinyathi	554 884	100 %	126 791
Endumeni	76 640	13.81 % of the district	21 134
Nquthu	171 325	30.88 % of the district	32 622
Msinga	184 494	33.25 % of the district	38 372
Umvoti	122 424	22.06 % of the district	34 664

(Source: Stats SA: Community Survey 2016)

3.1.2 POPULATION DISTRIBUTION

The pyramid below illustrates the population distribution of Nquthu Local Municipality by age and gender in the year 2016. The pyramid is narrowly distributed and indicates that the largest population range is between 00-04, 10-14, 20-24 and 30-34 which is approximately 64.1 per cent of the total population.

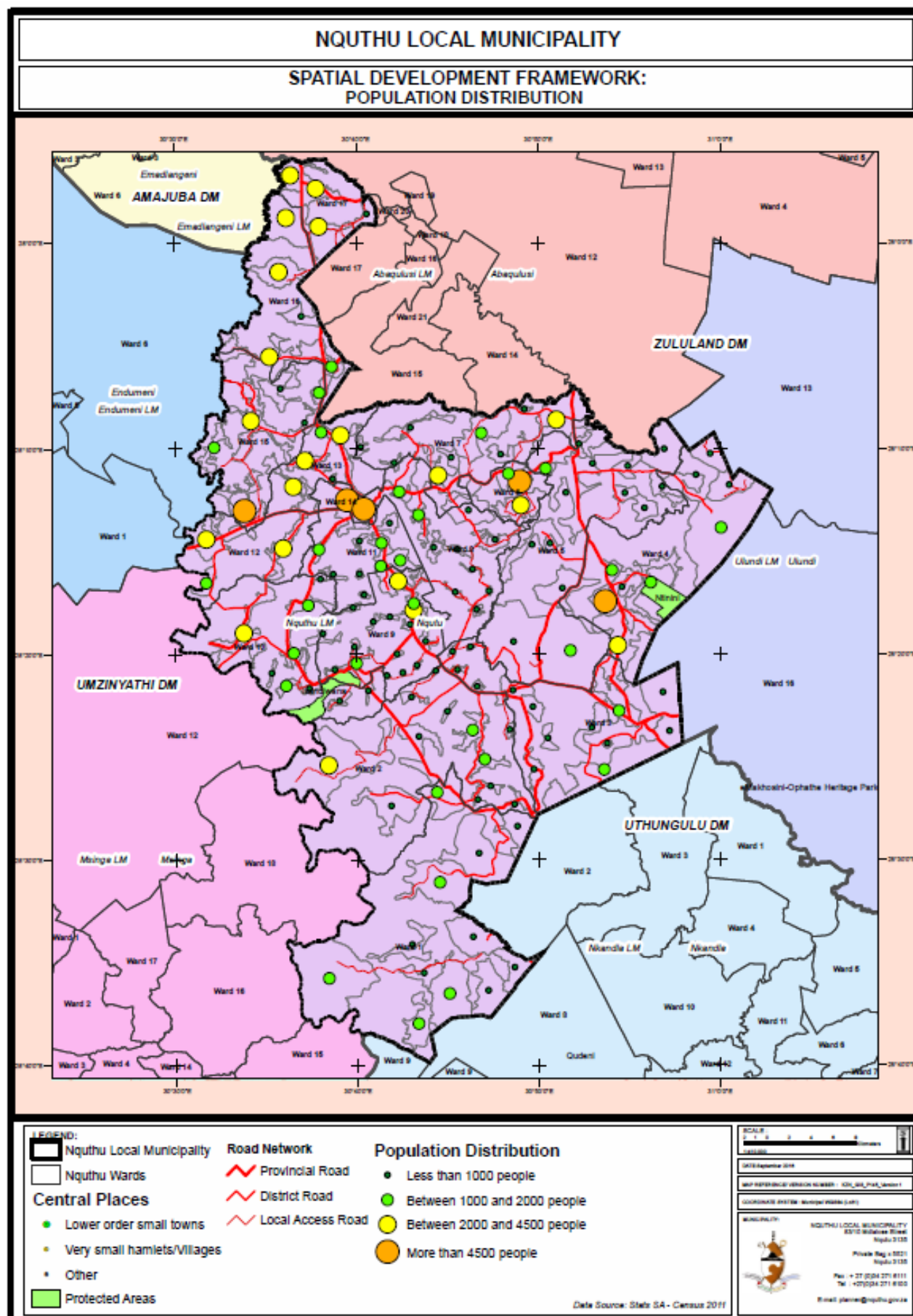
Figure 3: Age & Gender Distribution



Source: Community Survey 2016.

The percentage between the female and the male population is almost the same in this range. However, it is worth noting that from the age of 34 and above, the percentage of the female population is greater than that of their male counterparts. This could be the result of factors such as migration patterns and lifestyle choices by both genders.

Map 2 : Population distribution

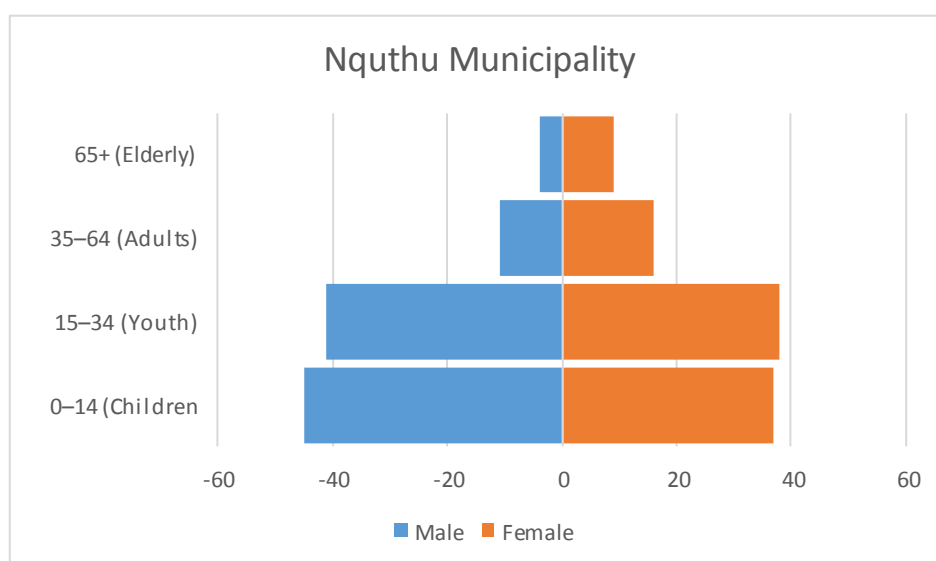


Source : Nguthu SDF 2017

3.1.3 Sex by Broad age

The graph below illustrates that the population by gender is predominantly males from the 0-14 age groups to the 15-34 age group. The graph then shrinks as the age group increases in both males and females from youth to the elderly although studies have not been undertaken to find what are the main causes of however the assumption is that Nquthu is a rural area with very little economic activity therefore people migrate to urban areas to seek work opportunities and a better standard of living.

Figure 4 : Broad Age



Source: Community Survey 2016.

3.1.4 POPULATION GROUPS

Nquthu consists of a large rural population (over 90%), with less than 10% of its people living in the semi-urban areas of Nquthu Town (3.44% living in Nquthu Town), Nondweni, Isandlwana and Ngolokodo. Roads and storm water in these rural areas are in a poor condition. This places enormous pressure on the delivery of services.

Table 6: Race

MUNICIPALITY	BLACK	COLOURED	INDIAN / ASIAN	WHITE	OTHER
UMzinyathi	96.6%	0.5%	1.3%	1.4%	0.1%
Endumeni	83.9%	2.6%	5.9%	0.4%	0.4%
Nquthu	99.7%	0.1%	0.1%	0.1%	0.1%
Msinga	99.6%	0.1%	0.1%	0.1%	0.1%
Mvoti	94.6%	0.8%	2.2%	0.2%	0.2%

(Source: Stats SA: Community survey)

The population of Nquthu is distributed throughout the Municipality comprising 17 Wards, although the southern areas are less densely populated due to the topography. The highest number of residents are settled in wards 1, 3,10,11 and 15 however ward 6 has the least population.

3.1.5 SEX RATIO

Sex ratio composition of human population is one of the basic demographics characteristic which is extremely vital for any meaningful demographic analysis .Changes in sex composition largely reflect the underlying socio-economic and cultural patterns of a society .A sex ratio of above 100 indicates an excess of males and one below 100 indicates an excess of females .

At birth there are more males than females resulting in sex ratio at birth being over 100 whereas at higher ages males tend to die more frequently than females, this is also shown by the population pyramid which has wider span of males from the ages of 00-04 – 20-24 than a decline from 30-34 upwards .

Nquthu' s ratio of male to females shows that in 2011 Census for 83.4 males there were 100 females in comparison to the Community survey 2016 which shows that for every 86.6 males there are 100 females this shows an increase in the sex ratio which is the trend throughout the district.

Table 7: Sex ratio

Municipality	Sex Ratio 2011	Sex Ratio 2016
Umzinyathi	81.6	85.4
Endumeni	95.2	99.8
Nquthu	83.4	86.6
Msinga	76.8	80.8
Umvoti	79.3	82.4

Source: Community Survey , 2016

3.1.6 FERTILITY RATE

The fertility rate looks at the number of live births per 1000 women at the age of 15-49 years in one year. The graph below illustrates the total births in the 2015/16 financial year at health facilities. The number of births in facilities at Nquthu has decreased from 2014/15 to 2015/16. The fertility rate of the KwaZulu-Natal province as per the Health Systems Trusts and Stats SA shows that there has been a decline from 3.2 in 2006-2011 in comparison to 2.9 in 2011-2016.

Teenage Pregnancy remains a challenge at all Sexual Reproductive Health facilities within the district. Various programmes have been created to address this challenge as this affects the pass rate at schools as well as the dropout rates. The graph table below shows the total births at Health facilities within the district which illustrates a relevant decrease in within the Local Municipality.

Figure 5: Births at health facilities

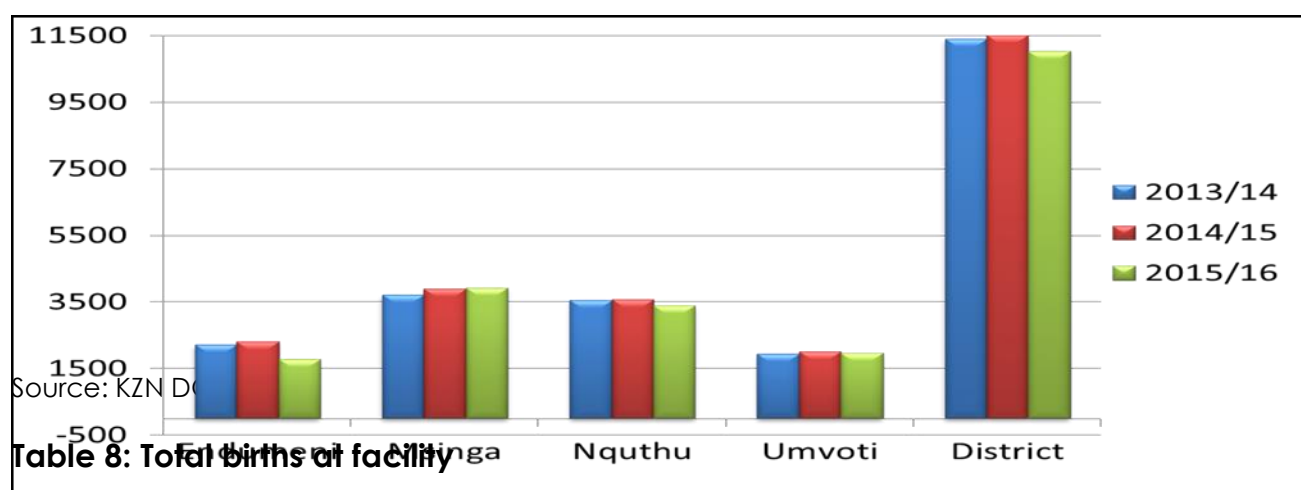


Table 8: Total births at facility

Total Births in Facility	2013/14	2014/15	2015/16	Increase/decrease
Endumeni	2,208	2,301	1,767	↓
Msinga	3,715	3,892	3,923	↑
Nquthu	3,552	3,563	3,383	↓
Umvoti	1,929	2,017	1,960	↑
District	11,404	11,503	11,033	↓

Source: KZN DOH , 2016

3.1.7 MORTALITY RATE

The mortality rate in a population looks at the number of deaths per 1000 population. Mortality rate can be broken down into Infant mortality which looks at the deaths under 1, Under 5 mortality which looks at the under 5 years death rate and maternal mortality which is the ratio of deaths per 1000 live births.

The Health Systems and Stats SA 2015 found that the infant mortality and under 5 mortality in the province of KwaZulu-Natal had decreased from 40.9 in 2014 to 40.3 in 2015 and 58.9 in 2014 to 57.8 in 2015 respectively. The maternal rate in Nquthu Local Municipality was 90.4 per 100 000 live births in 2015/16 which is the second lowest within the district, this however indicates an increase from the 86.1 in the 2014/15 financial year.

Table 9: Maternal deaths

	2013/14			2014/15			2015/16		
	Maternal deaths	Live births in facility	Rate per 100 000	Maternal deaths	Live births	Rate per 100 000	Maternal deaths	Live births	Rate per 100 000
Endumeni	2	2,171	92.1	2	2,005	99.8	1	1,741	57.4
Msinga	4	3,649	109.6	2	3,824	52.3	4	3,866	103.5
Nquthu	2	3,482	57.4	3	3,483	86.1	3	3,318	90.4
Umvoti	0	1,893	0	2	1,989	100.6	3	1,930	155.4

Source: KZN DOH, 2016

3.1.8 HIV PREVALENCE

One of the most urgent crises facing the province is the unparalleled prevalence of HIV infection among its citizens. South Africa as a whole has more HIV-positive citizens than any other nation.[23] Among South Africa's provinces, KwaZulu-Natal has the highest rate of HIV infection: 39 percent, according to UNAIDS in 2009. Without the proper nutrition, health care and medicine that is available in developed countries, large numbers of people suffer and die from AIDS-related complications. In some heavily infected areas, the epidemic has disrupted society, with fatalities high among adults in their prime, and leaving many orphans to be cared for by elderly grandparents. HIV/AIDS has retarded economic growth by destroying human capital.

The Table below indicates the : HIV/AIDS prevalence distribution by district among 15-49 years antenatal women in 2013, it is evident that UMzinyathi District Municipality has the second lowest prevalence after Amajuba District Municipality.

Table 10: HIV prevalence

District name	HIV/AIDS prevalence rate
ILembe	45.9
UMkhanyakude	44.1
UMgungundlovu	42.5
EThekwini	41.1
UThukela	40.0
UGu	39.9
UThungulu	38.9
Zululand	38.1
Harry-Gwala (Sisonke)	36.6
UMzinyathi	35.7
Amajuba	32.8
ILembe	45.9

Source: The 2013 National Antenatal Sentinel HIV prevalence Survey SA 2016

3.2 SOCIO-ECONOMIC PROFILE

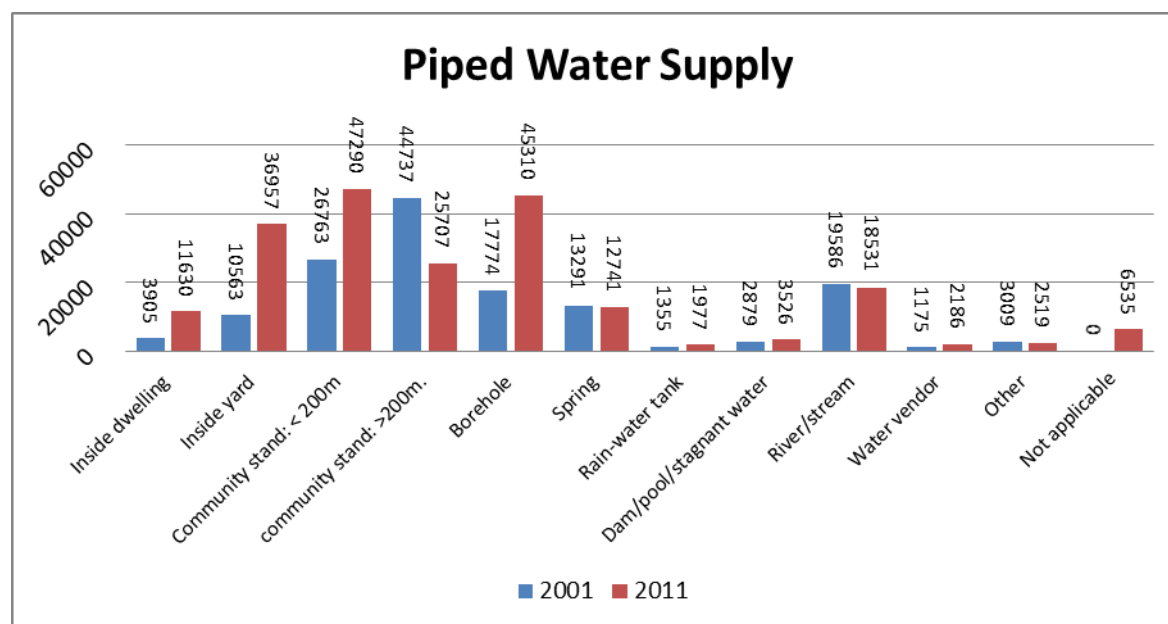
3.2.1 Household Size and Structure

According to the 2011 census data, there are 31 612 households in Nquthu Municipality. This marks an increase of 2 195 from 29 417 households recorded in 2001. Average household size is 5.2, which is slightly lower than 5.7 in 2001. Female headed households' amounts to 60%.

3.2.2 WATER

The majority of Nquthu residents have water access through piped water on community stand in a distance of less than 200m from the dwelling. A little number of 2519 households use other source to get water this has improved compare to 2001 Statistics which reflects that 3009 households uses other sources for water.

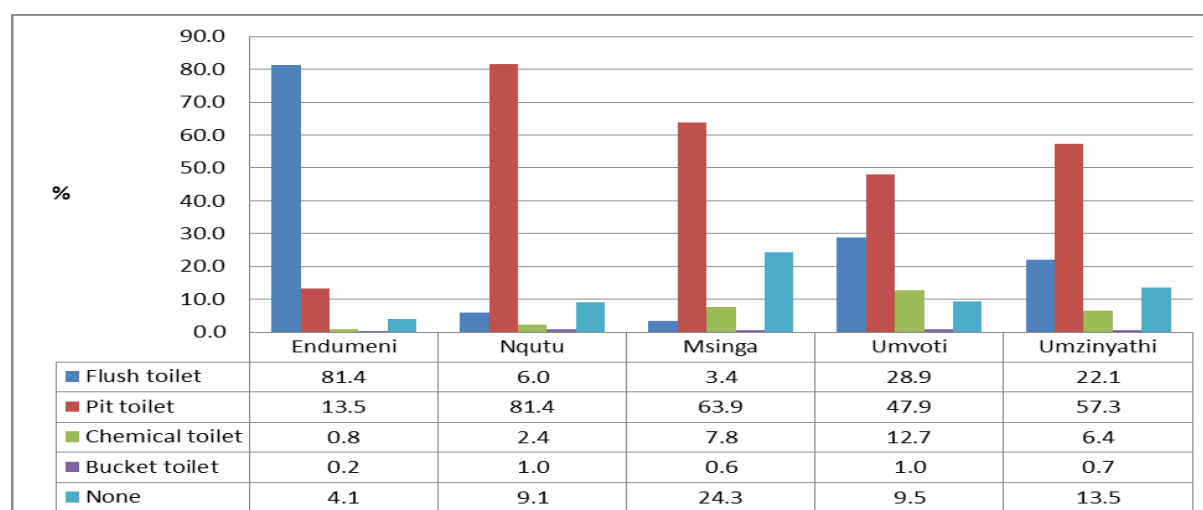
Figure 6: Piped water supply



Source: Statistics SA: Census 2011

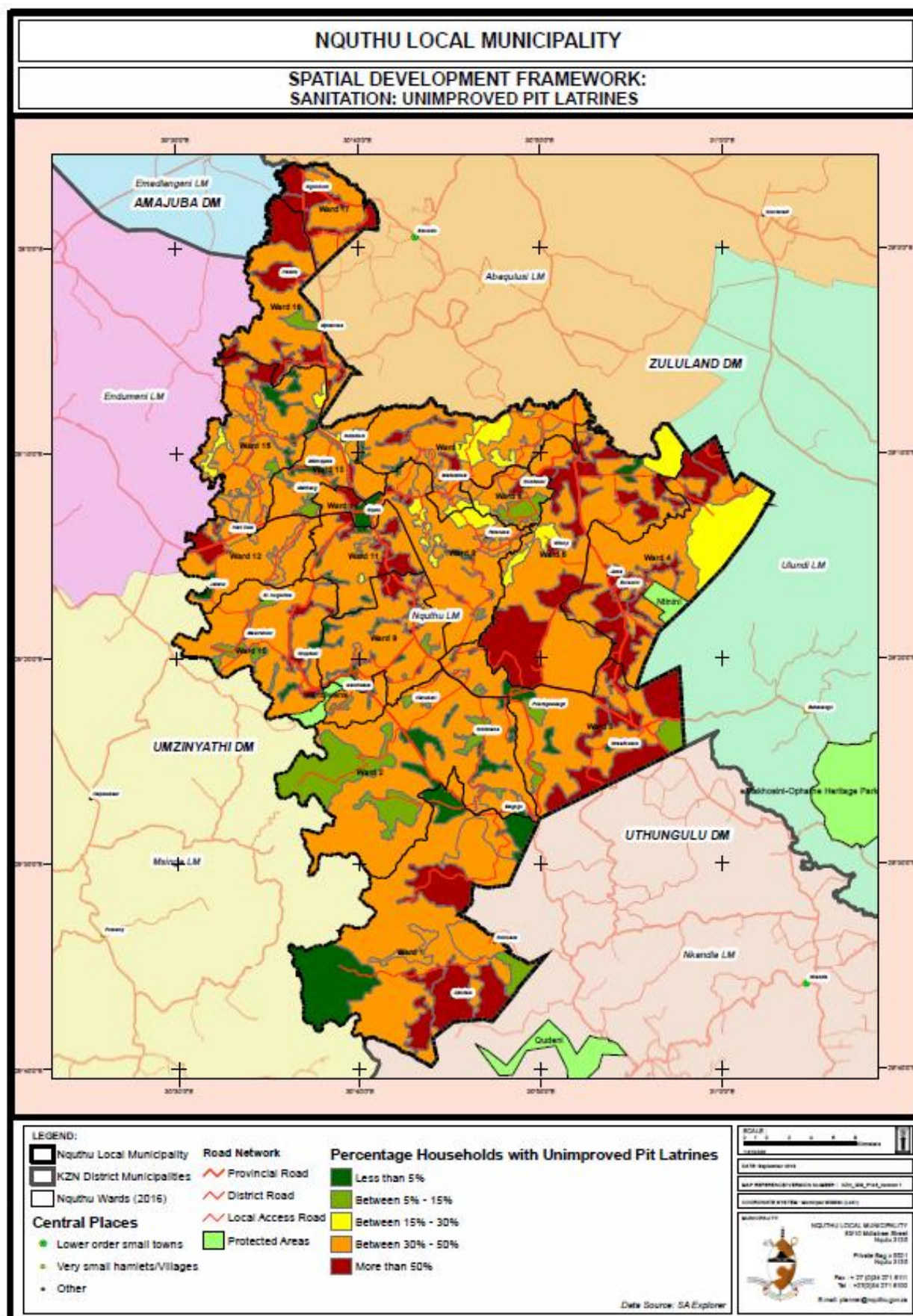
3.2.3 SANITATION

Sanitation is one of the main basic services that the community needs the most. The sanitation provision is the function of UMzinyathi District Municipality therefore the District Municipality is supplying with sanitation so as to eradicate the bucket system and provide those who do not have access to sanitation at all. As can be seen on the following chart, there is 6.0% of flush toilet, 81.4% of Nquthu area has an access to Pit latrine toilets, 2.4% has an access to Chemical toilets, 1.0% of the area still uses the bucket system and 9.1% does not have an access to the sanitation. This shows that there is still a backlog of sanitation in Nquthu area which still needs to be address so as to fulfil the basic needs of the community.



Source : KZN D O H 2016

Map 3: Unimproved pit lavatories

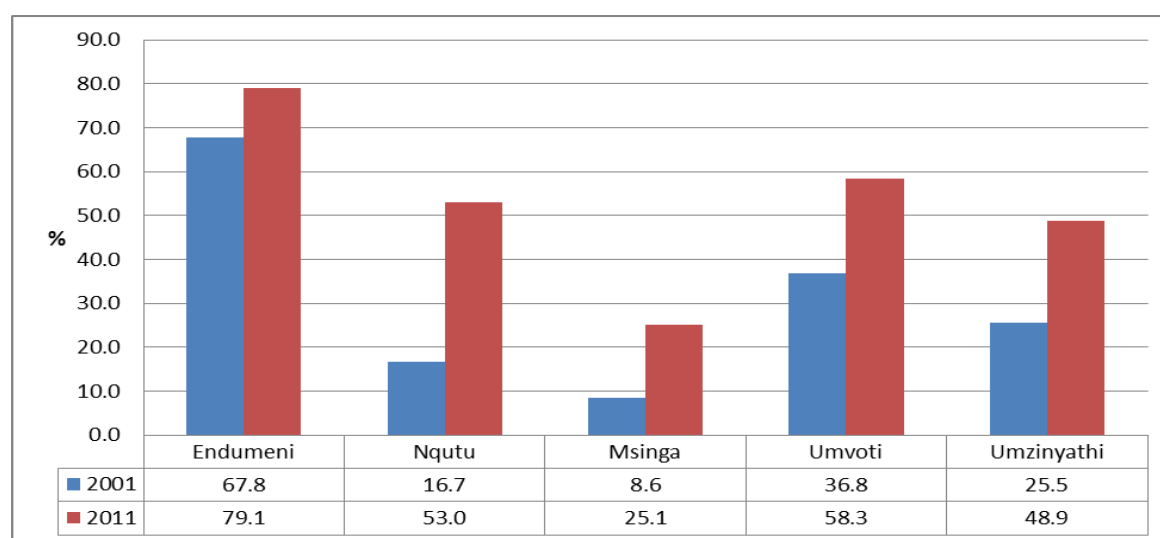


Source: Nquthu SDF 2017

3.2.4 ELECTRICITY

The electricity graph below illustrates that, Nquthu has increased the rate of electricity distribution as in 2001 the area had an access on electricity with less than 20% which was 16.7% of which in 2011 statistics increased to 53.0%. This shows much of improvement between Nquthu Municipality and Eskom as the service provider in the areas outside the Nquthu Town.

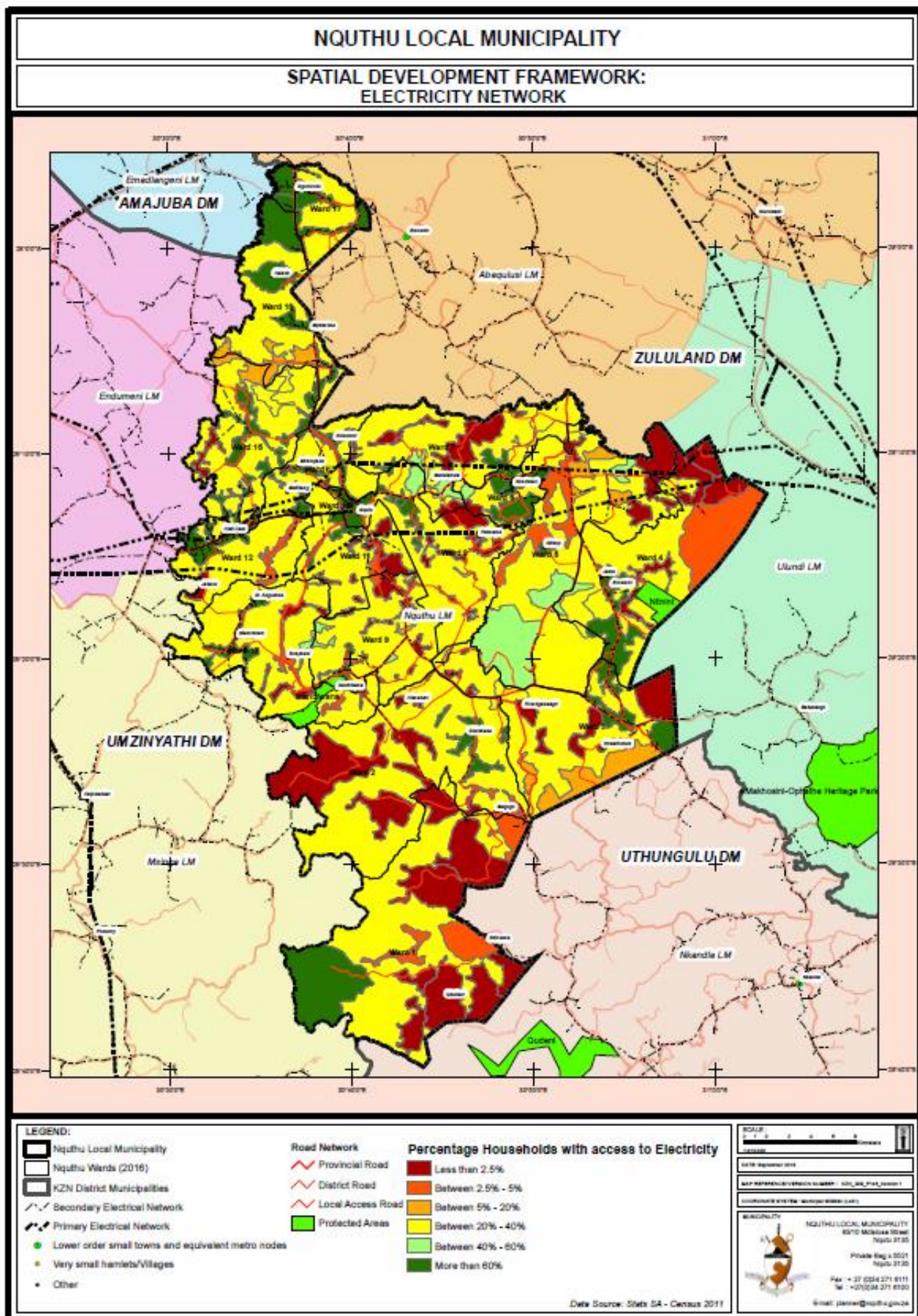
Figure 7 : Electricity



(Source: Statistics SA: Census 2011)

Eskom is in the process of increasing the voltage in supplementing the distribution of electricity in Nquthu area, this will be done through the existing sub-stations which are circulating energy in the area.

Map 4 : Electricity Network

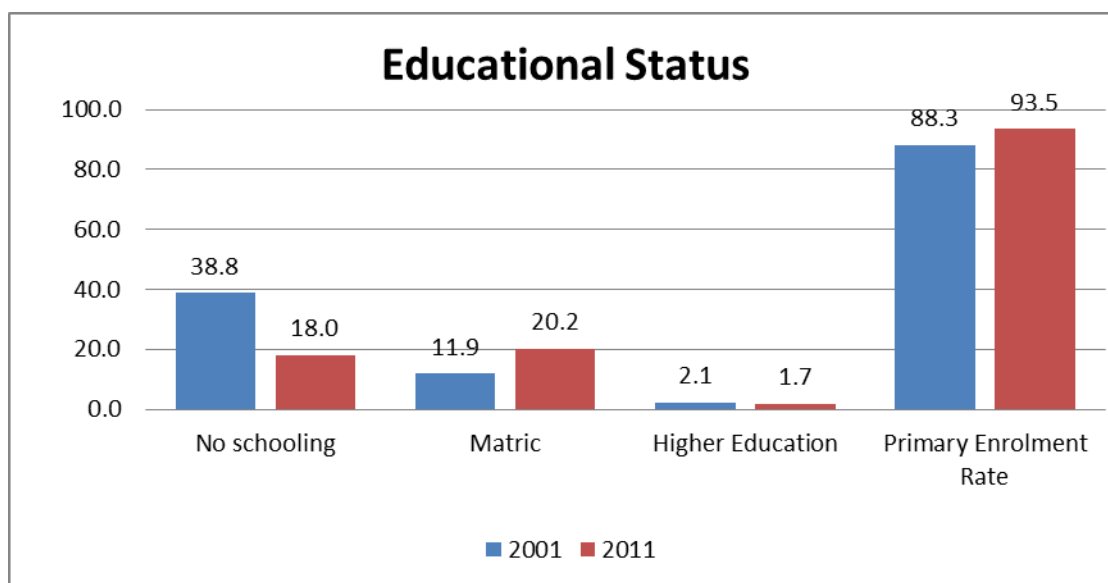


Source: Nquthu SDF 2017

2.4.6 EDUCATION

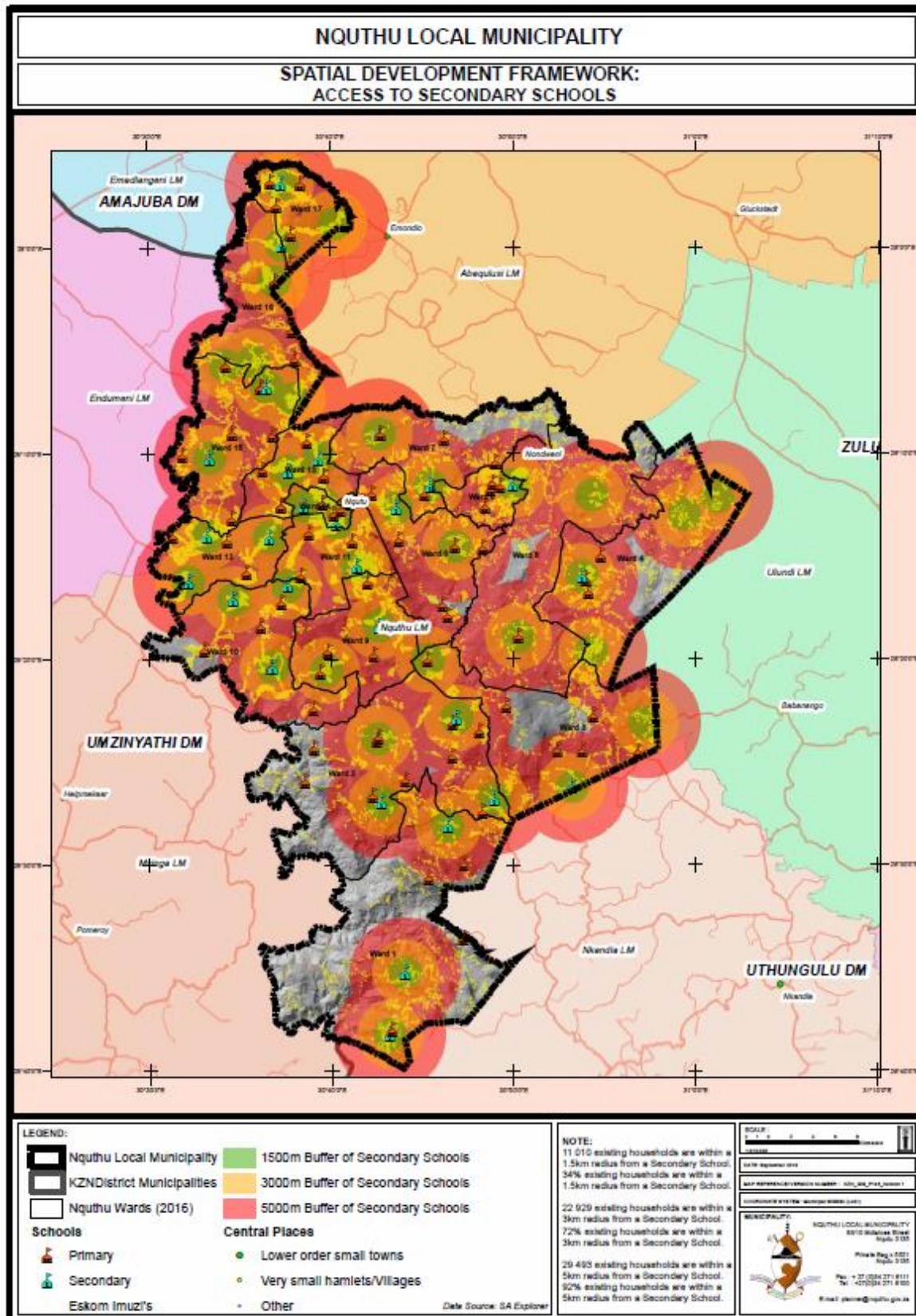
This statistics indicate that 38.8% of the total population of the municipality has no formal schooling which is an enormous population that is deprived in terms of education. It is also noted that low portions of the population have a form of higher education and this can be related to the fact that the area is mostly rural and transport facilities are limited. There are a limited number of higher education facilities located within the municipal area. The Department of Education has established an FET College in Nquthu in order to increase the population rate with higher education and different skills and there is one private nursing college, which is up and running. This also indicates that a greater by from the SETA's is needed in the area.

Figure 8: Education status



(Source: Statistics SA Census, 2011)

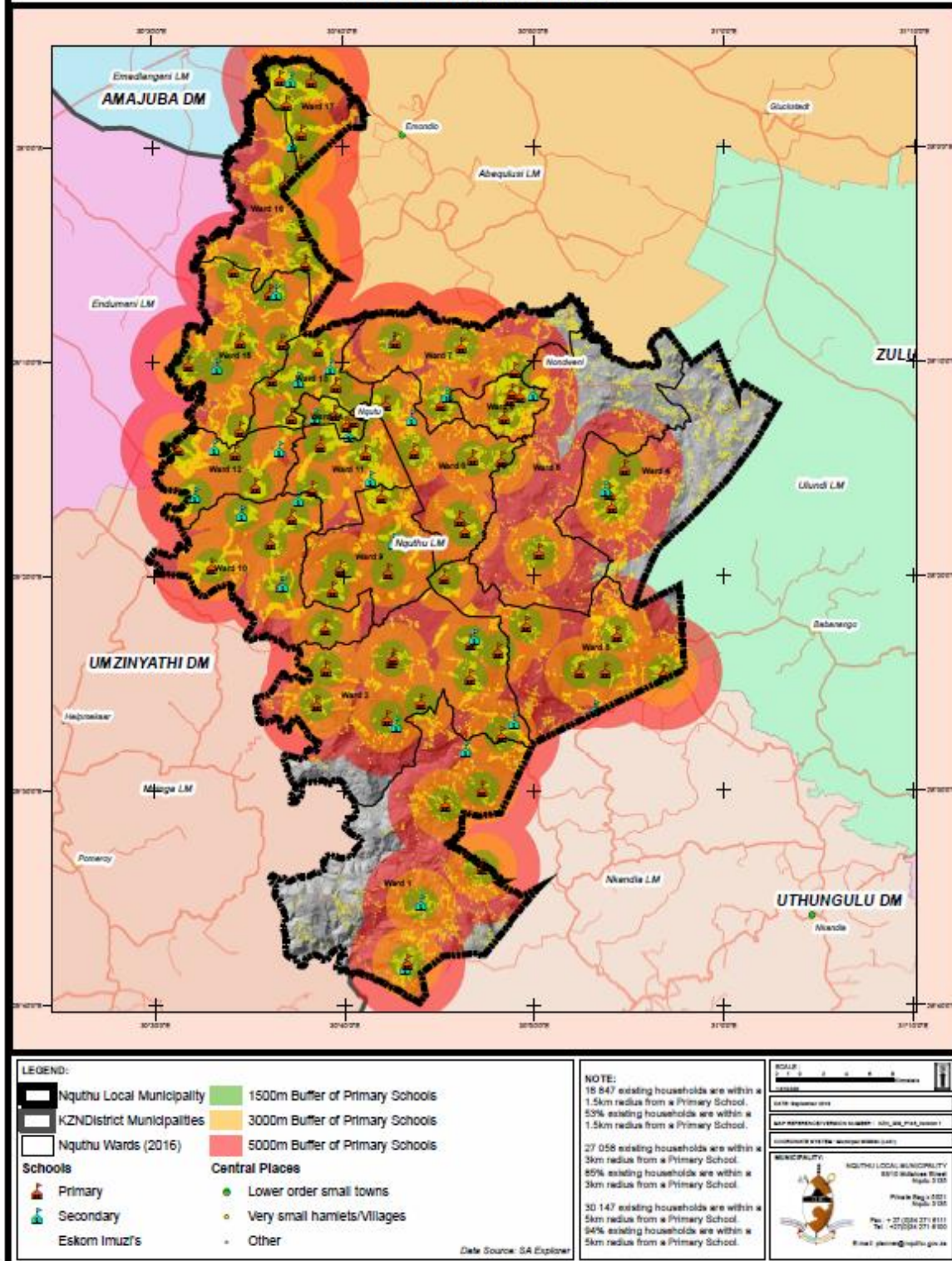
Map 5 : Access to Secondary Schools



Map 6 : Access to primary schools

NQUTHU LOCAL MUNICIPALITY

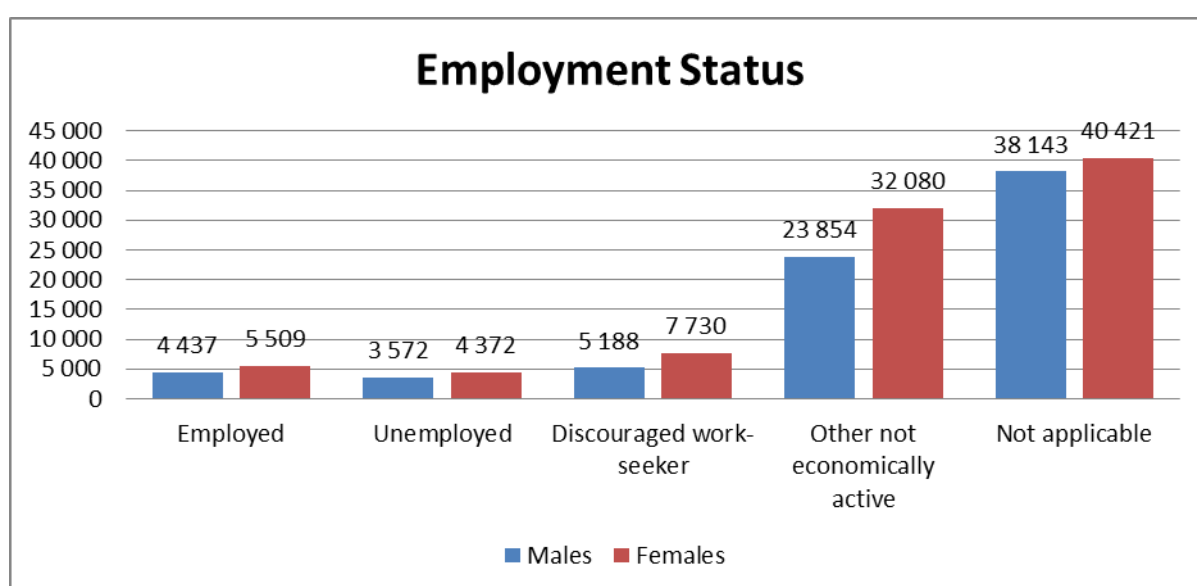
SPATIAL DEVELOPMENT FRAMEWORK: ACCESS TO PRIMARY SCHOOLS



3.2.5 EMPLOYMENT STATUS

Employment levels are exceptionally low with only 9 946 of the economically active population being employed. Of the total population, 55 954 are not economic active as this include people with disability, school children and pensioners while 12 918 are discouraged work seekers and the rest of the potential Labour force is not economically active (students, housewives etc.). With such high unemployment the dependency levels are also very high and it is estimated that for every employed person there are 28 unemployed people who are in need of support.

Figure 9 : Employment status



(Source: Statistics SA Census, 2011)

4. CROSS CUTTING ISSUES

4.1 STRUCTURING ELEMENTS

Nquthu Municipality boundaries were determined in terms of the Municipal Demarcation Act, Act number 27 of 1998 taking into account:

- The interdependence of people, communities and economies as indicated by existing and expected patterns of human settlement and migration; employment; commuting and dominant transport movements; spending; the use of amenities, recreational facilities and infrastructure; and commercial and industrial linkages;
- The need for cohesive, integrated and un-fragmented areas, including metropolitan areas;

- The financial viability and administrative capacity of the municipality to perform municipal functions efficiently and effectively;
- The need to share and redistribute financial and administrative resources;
- Provincial and municipal boundaries;
- Areas of traditional rural communities;
- Existing and proposed functional boundaries, including magisterial districts, voting districts, health, transport, police and census enumerator boundaries;
- Existing and expected land use, social, economic and transport planning;
- The need for coordinated municipal, provincial and national programmes and services, including the administration of justice and health care;
- Topographical, environmental and physical characteristics of the area;
- The administrative consequences of its boundary determination on municipal creditworthiness; existing municipalities, their council members and staff; and any other relevant matter; and
- The need to rationalise the total number of municipalities within different categories and of different types to achieve the objectives of effective and sustainable service delivery, financial viability and macro-economic stability.

As such, the municipal boundaries are not simple administrative, but planning and developmental boundaries as well. They respond to the issues listed above and gives effect to the notion of developmental government.

4.2 EXISTING NODES AND CORRIDORS

The economy of Nquthu Local Municipality, as is the case with most rural municipalities in KwaZulu-Natal, operates on a marginalized economic level, and cannot be compared to larger municipal areas with large population numbers, and stronger more vibrant economies. The classification of nodal areas in terms of Primary, Secondary, and tertiary nodes might therefore be misleading in terms of describing the character of the specific nodal area. Main nodal areas are assisted by various lower order nodes to distribute and provide essential services to the population groupings in their vicinity. In order to portrair a more realistic nodal level, and not classifying the rural nodal areas on the same level of Metropolitan centres, the following hierarchies were utilized to define the level of nodes in Nquthu:

- Large Convenience Centres
- Rural Service Centres

- RSC Satellites
- Rural Settlement Clusters.

Rural Settlement Clusters are only an indication of large groupings of population. Limited services are provided at these locations, which should be serviced through the RSC Satellite Nodes.

4.2.1 Large Convenient Centre

Nquthu is the main nodal area and the most densely populated settlement in Nquthu Local Municipality, and as such is the only Large Convenience Centre within the municipality. It serves as the main activity node for commercial and administrative activities. To service the large population concentration, development efforts are focused on economic development & service provision, job creation, government services and provision of basic services.

4.2.2 Rural Service Centers

These centres perform a variety of functions including administration, service delivery and limited commercial activity. Being service centres, they serve as focus points for a range of services, which is provided to the adjacent rural areas, and typically have basic engineering infrastructure, together with community facilities, schools, commercial facilities, local markets, transportation nodes and basic public administrative functions and small scale industrial and administrative activities. These centres are growing and should be encouraged to develop. It is therefore necessary to encourage the implementation of capital projects within these areas.

The Rural Service Centres in Nquthu include the following nodal areas:

- **Hlathi Dam: Hlathi Dam is situated on the Western Boundary of the Municipality on the R66 leading from Nongoma to De Jagers Drift in Endumeni Local Municipality. This node contains quite a large number of populations, and has a very urbanised and organised character as can be seen from the image below.**
- **Masotsheni: Masotsheni Node is situated near the western regions of Nquthu LM near the St. Augustines Missionary. Please refer to Plan 40 Spatial Development Framework for a Depiction of its Locality. In relation to most other service centres, St Augustine is fairly well- serviced. This centre serves a relatively small number of people who are situated along the road leading in a western direction. A very spread-out settlement is situated just to the east of Masotsheni on large plots where land use activities mimics Urban Agriculture. The node serves more than the direct population and also services a community on the road to Rourke's drift.**

- **Ndindindi:** Ndindindi is situated on the P54 leading from Nquthu in a Northerly direction connection Nquthu Town with Abaqulusi and Emadlangeni Municipalities. This node is situated to the east of Mkhonjane near the Abaqulusi LM border. Please refer to Plan 40 Spatial Development Framework (attached at back of report) for a depiction of the locality of the node. This node serves a fairly large number of residents which are all spread out along the P54 main thoroughfare. A densification boundary has been proposed for this node and is included in the SDF.
- **Ngolokodo:** Ngolokodo is situated in the most northern parts of the municipality and is the third largest settlement after Nquthu and Nondweni. A very large number of people are serviced and it serves as the main service node for the northern areas. A densification boundary has been proposed for this settlement.
- **Nondweni:** Nondweni, being the second largest settlement in Nquthu Town serves as the largest Rural Service Centre in the Municipality. As can be depicted from the image below, the town is fairly well organised, although the structure is largely affected by river areas. A densification boundary has been proposed for this settlement. The nodal development area is affected by the riverine areas, as no large enough areas exist around facilities to expand these nodal areas.

4.2.3 Rural Service Centre Satellite

The Rural Service Centre Satellite nodes are typically located in underdeveloped areas and emerging settlements where population densification is occurring. They have basic administrative functions and the services they provide are highly localized. These include such as schools, postal services, pension pay points, public phones, informal markets, transport facilities and limited commercial enterprises. As the lowest nodal order, these centres are normally located on or near transportation routes, which provides access to higher order nodes:

- Haladu
- Hlazakazi,
- Isandlwana,
- Jabavu,
- Jama
- Mafitleng,
- Mkhonjane,
- Mphazima,

These nodes serve only small number of residents and will no densification boundaries are proposed for them.

4.3 NODAL ASSESSMENT

4.3.1 Nquthu Town

Nquthu is a small but stable urban area that has established itself as the primary commercial, administrative and service centre for the Municipality as a whole. The

town is an old Japie Uys town established in terms of Proclamation 67 of 1983. In order to address to housing backlogs, low cost housing projects have been approved and implemented in town:

The Town is almost centrally located in, ward 14 at the intersection of R68 linking Dundee to Melmoth, the road to Vryheid via Blood River and the road to Nondweni. It serves as a provincial administrative centre with offices of the Department of Education, Agriculture, and Environmental Affairs, Works, Health, Justice and Welfare, Department of Transport, Safety and Security (SAPS), Post Office as well as a variety of social infrastructure. The town serves the whole of Nquthu area. In terms of the settlement hierarchy set out in the Integrated Rural Development Policy, Nquthu fulfils the role of the Provincial Administration Centre. Nquthu Town has a town planning scheme in place which regulates the development within the town.

The current land use patterns are fairly well structured and can be divided into the following categories:

- Residential
- Commercial

4.3.2 Nondweni Town

Nondweni is a resettlement town established during the apartheid era, and previously administered by the Development Service Board. In contrast to Nquthu, it does not serve a large population. While Nondweni is smaller than Nquthu but is also stable urban area that provides a limited amount of commercial, administrative and service functions for the surrounding communities.

The town is formally laid out and comprises of two areas. The first these is the original SGO township of Nondweni which includes an extensive area of town lands known as Townlands of Nondweni No 14636, and which has not been developed in accordance with the layout. The second portion of the town comprises of the former Department of Development Aid, Section 30 Townships laid out on: Farm No 2, No 12746, Farm No 3, No 12780; Farm No 5, No 6, No 10878; and Farm No 7 12865.

The current land use patterns are fairly well structured and can be divided into the following categories:

- Residential
- Commercial
- Industry
- Social Service

4.4 DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nquthu Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages.

4.4.1 Secondary Corridors

The Nquthu SDF 2017 identifies the secondary corridors are as follows:

- P36-1
- P291
- P48

The P36-1 links Nquthu town and Dundee whilst the P48 links Nquthu to Babanango and Melmoth. The primary focus of these corridors is long distance traffic movement within the DM and these corridors link places of economic opportunity with places of residence. Development can be encouraged at appropriate locations along these corridors.

Public interventions envisaged in this area relate to:

- Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multimodal transport integration occur along these roads at key points.

4.4.2 Tertiary Corridor

The Nquthu SDF 2017 identifies the tertiary corridors are as follows:

- P16-4
- P50-4
- P54

Tertiary corridors link areas and lower order settlements within the municipalities to the secondary and tertiary nodes. These are generally slower moving corridors in terms of social interaction and economic activities.

4.4.3 Lower Order Corridors

These corridors ensure linkages between settlements and serve as strategic areas for the location of public facilities and webs of settlement. They are not demarcated on the maps as there are a large number of such access routes, which do not provide vital strategic information, or require to be strategically evaluated within this spatial development framework.

4.4.4 AGRICULTURAL CORRIDORS

Nquthu Local Municipality has much potential for agricultural development. This is evident from the fact that the Provincial Spatial Economic Development Strategy (PSEDS) identified an important regional Agricultural Corridor traversing the Municipality.

The components of the identified corridor consist of the following roads:

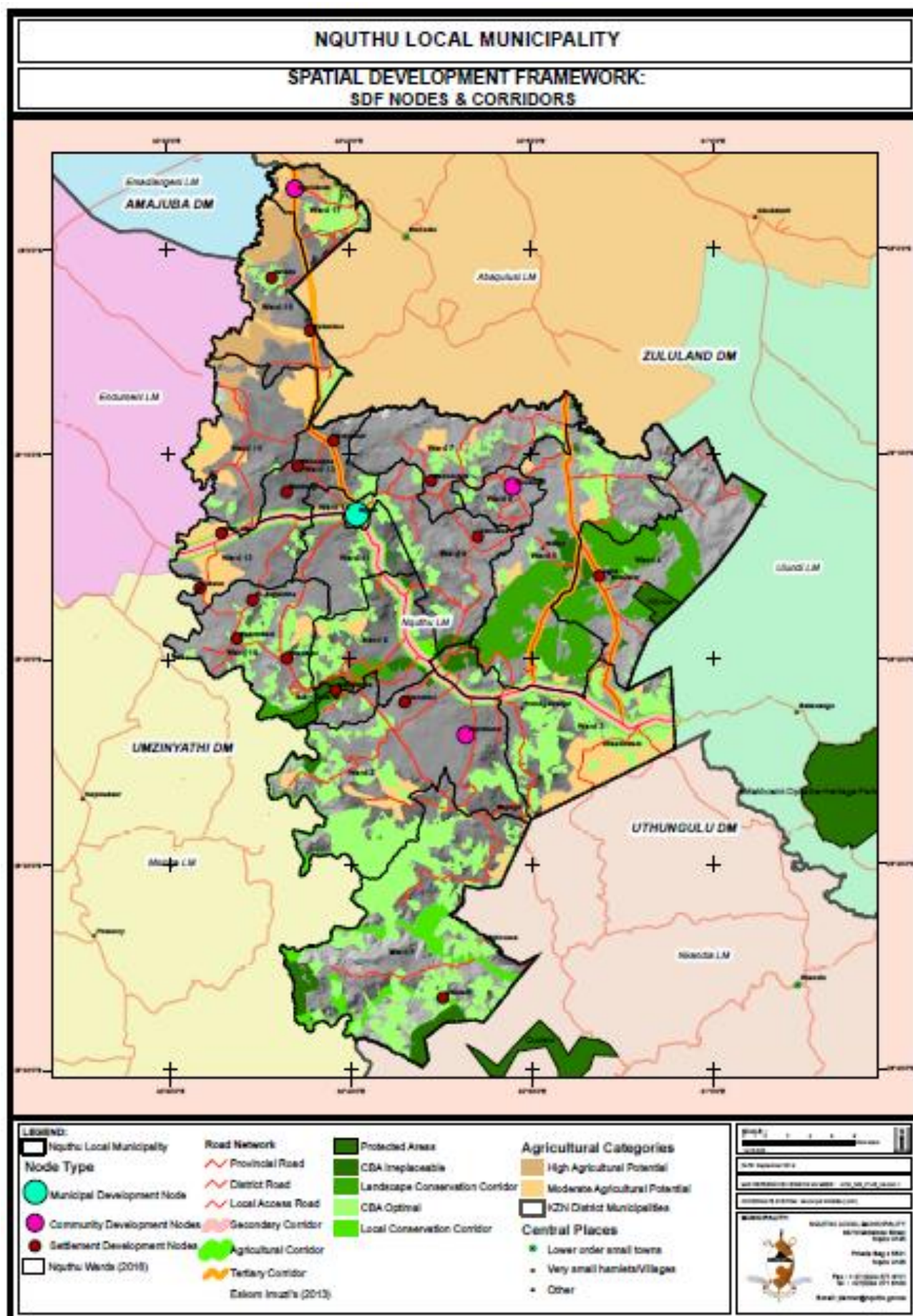
- P36-1
- P291
- P48

Public interventions envisaged in this area relate to:

- a) Establishing / Expanding Agro-Processing facilities: Additional income generating opportunities are needed within areas of economic need. Agro processing, especially within an area situated on an agricultural corridor provides the potential for additional income. Agro Processing entails the turning of primary agricultural products into other commodities for market – in other words, beneficiation of primary agricultural commodities.
- b) To involve communities in agro processing the following option can be considered: Establishing small-scale, appropriate and sustainable processing businesses that are flexible require little capital investment and can be carried out in the home without the need for sophisticated or expensive equipment.
- c) Expansion of trade opportunities – formal and informal

The map below gives a clear illustration of the Nquthu Nodal and Corridor structure.

Map 7 ; Nodes and Corridor



Source: Nquthu SDF 2017

4.5 WALL TO WALL SCHEME

Nquthu Municipality has a Town Planning Scheme in place and Urban Development Framework which guides the development within Nquthu jurisdiction in order to categorize the land use zones and transport modes. This assist in empowering the Local Economic Development as the investor will be much attracted if there are such structures in place.

As per Planning Development Act, Nquthu Local Municipality has responded on the MECs comment that all the municipalities within KwaZulu Natal should prepare a Wall to Wall Scheme. Nquthu is the first municipality to undertake this process. The draft Wall to Wall Scheme has been completed and awaiting for Council approval. The traditional leadership was involved in the process of Wall to Wall Scheme development.

4.5.1 Demarcations

Nquthu demarcations were within the original boundaries of the municipality; this means there are no areas which were taken from neighboring municipalities. The area population rate and service delivery will not be affected as the changes were within Nquthu jurisdiction.

4.6 URBAN EDGE

The urban edge has been clearly defined and has been taken further through the municipality's LUMS. The urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge intends to ensure that ad hoc development will not have a negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure. It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas.

4.6.1 Urban Settlement

Nquthu Town and Nondweni are the only two urban settlements found within Nquthu Municipality. The former is located on erf 100 and comprises of residential the residential areas, area is characterized by a half of it being land with little gradient (the northern sector) and the rest of it, or southern sector, being dominated by mountains and streams, by far the major portion of the area being utilization for farming practices. There is practically no commercial farming enterprise in the area, and mostly subsistence farming is practiced. Land management practices are often found wanting and would have to be addressed as is indicated through potential agriculture projects.

The only urban node in the area is Nquthu village, offering the widest range of opportunities in respect of services. Even though this is situation, the town is underdeveloped as a result of low-income levels prevailing in the area.

4.6.2 Rural Villages

Rural settlement is the dominant form of land use in Nquthu Municipality. They account for the majority part of land coverage, and occur in different forms with scattered, betterment and peri-urban settlements being the most common. Scattered settlements occur in areas that were not affected by betterment planning. As the name suggests, households in these settlements are scattered unsystematically in space reflecting the impact of traditional land allocation systems. Some of the households are located in areas that are not suitable for settlement due to environmental sensitivity, steep terrain and poor access to basic services.

Betterment schemes were implemented in Nquthu during the apartheid past as a means to manage natural resources in an area with limited agricultural potential. These settlements are characterized by a clear separation of residential from grazing and arable land. However, in most areas this system has broken down and households have located on land previously reserved for agricultural purposes.

Peri-urban settlements occur just outside of Nquthu Town on Ingonyama Trust Land. Areas such as Luvisi have developed as a natural extension of the town. Unless land use controls are introduced, these settlements are in danger of degenerating into huge rural slums.

4.6.3 Conservation

There is only one area earmarked for conservation purposes on the eastern border of the municipality. Conservation analysis for a depiction of the locality of this conservation site. Identification of conservation worthy areas should be done on the basis of Unique/Pristine landscape qualities, the KZN C-Plan, flood information and Extreme slopes and erosion.

Heritage sites such as Isandlwana should also be protected, as it forms part of the cultural history, but is not clearly defined as such by the Municipality or District Municipality on their GIS data. Apart from the conservation areas that needs to be identified as mentioned above, the areas that is not currently, or will not in future be classified as conservation area, cannot be subjected to indiscriminate development. Certain processes for Environmental Authorisation as prescribed by the Department of Agriculture and Environmental Affairs (DAEA) must be complied with.

4.7 LAND LEGAL ISSUES

4.7.1 Land Ownership

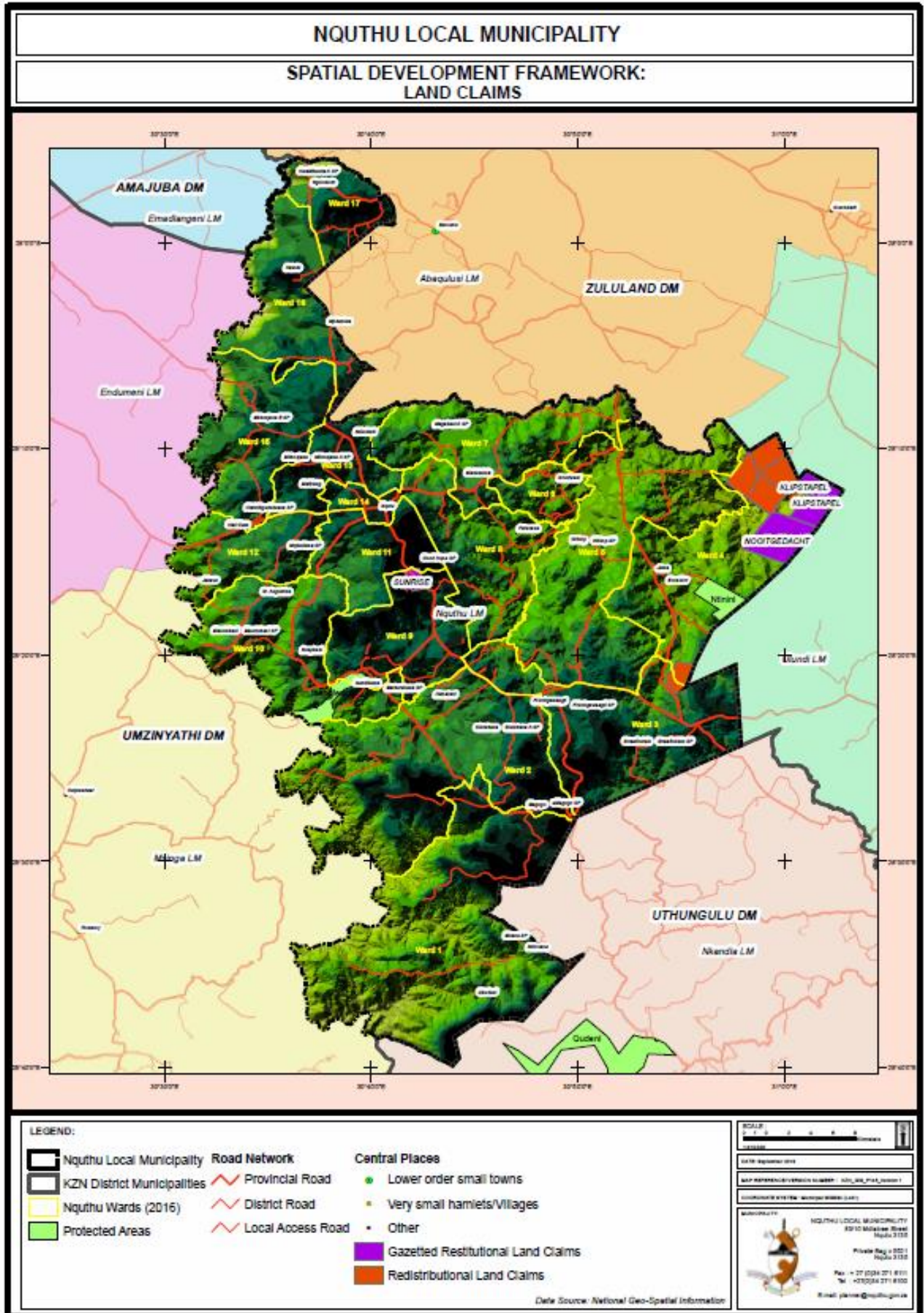
Apart from the towns of Nquthu and Nondweni, and selected farm portions on the eastern side of the municipality, about 93% of land within the Municipality is owned by Ingonyama Trust and managed on day-to-day basis by the respective traditional councils. Depending on existing communication structures between the local authority and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services in the areas administered by the Traditional Authorities, without undermining the authority of the Traditional Council.

The underlying title of Erf 100 has been transferred to the municipality, and this will enable the municipality to transfer individual erfs to their respective owners. A small number of restitution claims are present on the eastern boundary of the municipality. The status of these claims still has to be confirmed with the Regional Land Claims Commission. The claimed farms are located outside of the municipal area.

4.7.2 Land Reform Programme

According to the Area Based Plan for UMzinyathi District, Nquthu is not affected by the general land reform issues such as land restitution and land redistribution since most of the land within the area falls under Ingonyama Trust. However, there is a need to address the land tenure rights of people who occupy stateland in Nondweni and erf 100 Nquthu.

Map 8 : Land Claims



Source: Nquthu SDF 2017

5.1 Environmental Management Framework (EMF)

In the 2016/17 financial year the Umzinyathi District Municipality (UDM), in partnership with the KwaZulu-Natal (KZN) Department of Economic Development, Tourism and Environmental Affairs (DEDTEA), have embarked on a process of developing the Environmental Management Framework (EMF) for the Umzinyathi District Municipality. NEMAI Consulting was appointed to prepare the UDM EMF, which they completed in October 2016 and has been adopted by the UDM is awaiting to be gazetted.

According to the EMF regulations (Government Notice No. R547 of 18 June 2010), an EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land. The legislative framework that governs the development of an EMF consists mainly of the following:

- The National Environmental Management Framework Act (NEMA Act 107 of 1998), in particular section 2.23 and 24
- The EMF Regulations (Government Notice No. R547 of 18 June 2010), which makes provision for the development, content and adoption of EMF's as proactive environmental management decision support.

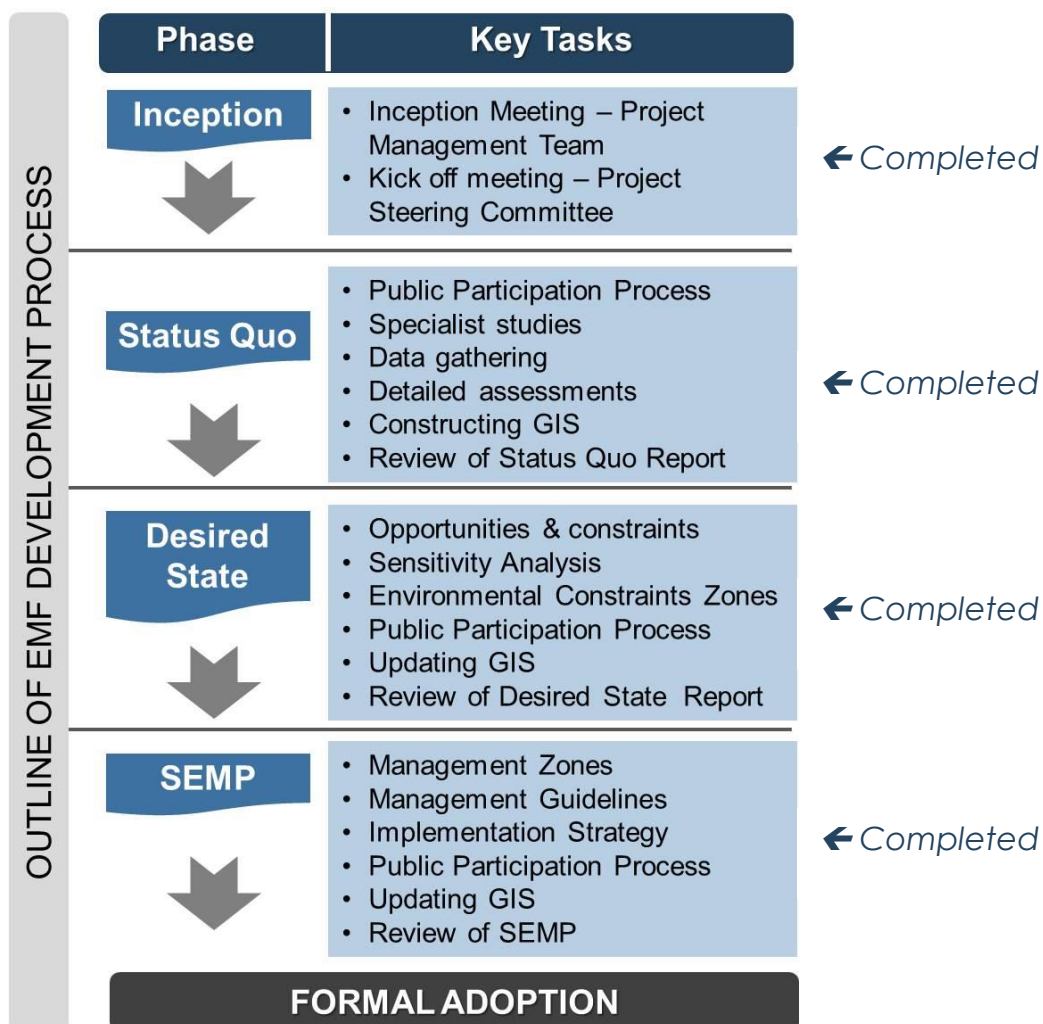
An EMF includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services. A key function of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments.

In order to address the triggers for sustainable development in the UDM and the priority environmental opportunities and constraints, some of the key objectives of the EMF include facilitating environmental decision-making and providing strategic guidance on environmental, economic and social issues in the district.

5.1.1 EMF Development Approach

The EMF development approach is consistent with the requirements stipulated in the following primary legislation that governs the process: The National Environmental Management Act (Act 107 of 1998) (NEMA), in particular Sections 2, 23 and 24; and the EMF Regulations (GN No. R547 of 18 June 2010), which make provision for the development, content and adoption of EMFs as a proactive environmental management decision support tool. In addition, the UDM EMF will also conform to the Guideline on Environmental Management Frameworks in terms of the EMF Regulations of 2010, Integrated Environmental Management Guideline Series 6 (DEA, 2010). An overview of the methodology to develop the EMF is shown in the accompanying diagram.

Figure 10: Broad Overview of EMF Development Process



In accordance with the EMF Regulations (2010), the information contained in the UDM EMF will ultimately reflect the following:

- An identification of the area – whether by map or otherwise;
- A specification of the environmental attributes in the area, including sensitivity, extent, interrelationship and significance of the attributes;
- An identification of any parts in the area to which the attributes relate to;
- An indication of the conservation status of the area;
- A description of the environmental priorities in the area;
- An indication of the kinds of developments that would have a significant impact on those attributes and those that would not;
- An indication of the kinds of developments that would be undesirable in the area or specific parts of the area;
- An identification of information gaps;
- An indication of a revision schedule for the environmental management framework; and
- Any matters specified by the Minister or MEC.

5.1.2 EMF Objectives

In order to address the triggers for sustainable development in the UDM and the priority environmental opportunities and constraints, the specific objectives of the EMF will include the following:

1. To facilitate decision-making to ensure sustainable management of natural resources;
2. To provide strategic guidance on environmental, economic and social issues in the district;
3. To identify environmentally sensitive areas;
4. To identify the environmental and development opportunities and constraints;
5. To assess the economic and environmental potential of the area;
6. To provide a decision support system in respect of environmental issues and priorities in the EMF area;
7. To formulate a strategy that will incorporate issues such as land use, planning and sensitive environmental resources; and
8. To include existing policies as frameworks for establishing values, guidelines and standards for future developments.

In its formal context, the EMF that is adopted by the Minister or MEC will be taken into consideration when reviewing applications for environmental authorisation in or affecting the areas to which the EMF applies.

5.1.3 UDM EMF Driving Forces

Before the process of developing an EMF is initiated, it is necessary to understand the reasons for identifying the need for such a management tool within the context of the UDM. This sets the scene for creating an EMF that meets the specific needs of the area in question and which is tailored to relevant environmental priorities and goals.

The main EMF triggers can be categorised as follows:

- a) Significant environmental factors;
- b) Development pressures;
- c) Environmental threats; and
- d) Resource Management Issues.

5.1.4 Environmental Statutory Framework

The EMF Status Quo Report provides an overview of the environmental statutory framework for UDM, which includes the EMF enabling legislation as well as generic Environmental Management legislation. It also presents those policies, strategies, plans and programmes that have bearing on environmental management in the district, such as:

- National Development Plan;
- A National Framework for Sustainable Development in South Africa;

- National Strategy for Sustainable Development and Action Plan;
- National Water Resource Strategy;
- National Spatial Biodiversity Assessment;
- National Biodiversity Strategy and Action Plan;
- National Freshwater Ecosystem Priority Areas;
- KZN Systematic Conservation Plan;
- UDM Strategic Environmental Assessment;
- UDM Biodiversity Sector Plan; and
- UDM Spatial Development Framework (SDF) and Integrated Development Plan (IDP.)

5.1.5 Environmental Profile

The Environmental Profile describes the current state of the environment which was ascertained through inter alia baseline evaluations and descriptions, specialist studies (as required), desktop assessments, existing data assimilation and field verification and assessment (as required)

The environment in uMzinyathi is explained in terms of the various features and attributes that serve as the building blocks for the (1) Biophysical, (2) Planning and Development, and (3) Social, Economic and Cultural Environments. Where possible, these elements have been spatially represented in the EMF Geographic Information System (GIS).

Figure 11: Environmental Features Assessed during the EMF Status Quo Phase

Biophysical Environment	Planning and Development	Social, Economic, Built & Cultural Environments
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Biophysical Environment	Planning and Development	Social, Economic, Built & Cultural Environments
Climate Geology Geohydrology Terrain Morphology Surface Water Terrestrial Ecology Agricultural Potential Soils Air	Land Use & Land Cover Spatial Planning Corridor Development Nodal Development Urban Edges	Demographic Profile Access to Services Traditional Leadership Land Claims Disaster Management Overview of the District Economy Historical & Cultural Resources Tourism

Source: NEMAI Consulting, 2016

5.1.6 Environmental management priorities

This first phase of the EMF development process culminates in the identification of environmental management priorities through an understanding of the environmental issues, constraints and opportunities within the district.

5.1.7 Transition from Status Quo to Desired State

With the foundation of the EMF set through the Status Quo Phase, the next step is to determine a realistic desired state for the environment in UDM. This will include finding a balance between land use potential, management endeavours and human aspirations.

The desired state will include setting a vision for uMzinyathi and providing the environmental management context for the management zones and related requirements for the various environmental features for the SEMP. It will also focus on addressing the imperatives that lead to the instigation of the EMF development process.

5.2 MONITORING AND EVALUATION TOOL

Apon completion of the UDM EMF the district extended the scope of work and appointed NEMAI consulting to prepare a Monitoring and Evaluation tool to measure the implementation of the EMF. The intended purpose of the framework includes addressing the periodic assessment of the EMF's implementation and performance of activities, and also the evaluation of their results in terms of relevance, effectiveness and impact. The Monitoring and Evaluation Framework will also provide answers on the progress and

impact made by the municipality and their partners in achieving the project's outputs and outcomes.

- Monitoring will entail the systematic collection, analysis and use of information for the following purposes:
- Checking how the EMF is being applied in decision-making and planning;
- Checking the institutional arrangements and overall enabling environment for the EMF implementation; and
- Checking the performance of the EMF's management provisions.

As part of evaluation, the information obtained from monitoring will be interpreted to determine the EMF's relevance, effectiveness, impact and sustainability. This will ultimately assist in determining the scope and enhancements required for the next generation EMF, following the completion of a 5-year review period. The proposed approach to developing the EMF Monitoring and Evaluation Framework includes the following:

- Engaging with the relevant stakeholders at the following stages of the development process –
- Inception phase;
- Presentation of Monitoring and Evaluation Framework product;
- Establishing the monitoring and evaluation objectives;
- Establishing the following key elements of the UDM EMF: inputs, activities, outputs, outcomes and impacts;
- Determining the appropriate intensity and timing for monitoring and evaluation;
- Clarifying the roles and responsibilities in terms of monitoring and evaluation;
- Defining key performance indicators to gauge the progress of the EMF's implementation;
- Identifying information requirements to determine if the expected objectives and outcomes of the EMF are being accomplished;
- Developing a reporting tool to present findings; and
- Developing an overall Monitoring and Evaluation Implementation Plan.

The first inception meeting has been held to date, the attendance to the said meeting was pleasing with all key stakeholders which are critical for the success of this M&E tool. The district envisages to effectively implement the monitoring tool in order to measure the performance of the EMF. There is however a challenge of qualified staff within the district and Locals to implement and monitor the EMF success as there is no staff appointed to perform these functions. The district has included a vacancy for a shared services environmental officer however due to cost cutting measures this appointment will not be made within this financial year.

5.3 CLIMATE CHANGE

Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods”. Global Warming has been blamed as that human activity, which has had the most influential impact on climate change. Global warming is defined by the UNFCCC as “the increase in the earth’s temperature, in part due to emissions of greenhouse gases (GHG’s) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes.”

Climate change is already having and will continue to have far reaching impacts on human livelihoods. As a result, policy and development plans must take cognizance of the implications of a changing climate and develop strategies for both mitigation and adaptation for a changing climate. Chapter 5 of the NDP focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way the spatial planning and development in South Africa is approached.

Umzinyathi District faces various environmental disasters and challenges as a result of climate change. Areas of Msinga Local Municipality within UDM experience annual floods during the December month which result in fatalities of houses and infrastructure being washed away resulting in numerous deaths of the people of Msinga. These floods are just one of the outcomes of climate change which the district needs to adapt and mitigate. Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures.
- Altered rainfall patterns.
- More frequent or intense extreme weather events, including heat-waves, droughts, storms and floods.
- Rising sea levels along Coastal Municipal areas.

The implications of the above predicted weather and climatic changes will impact on the physical environment which will ultimately impact on the sustainability of human livelihoods. It is crucial that future planning initiative programmes take into consideration the risks, impacts and limitations imposed

by climate change, such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

5.3.1 Climate change adaptation and mitigation strategy

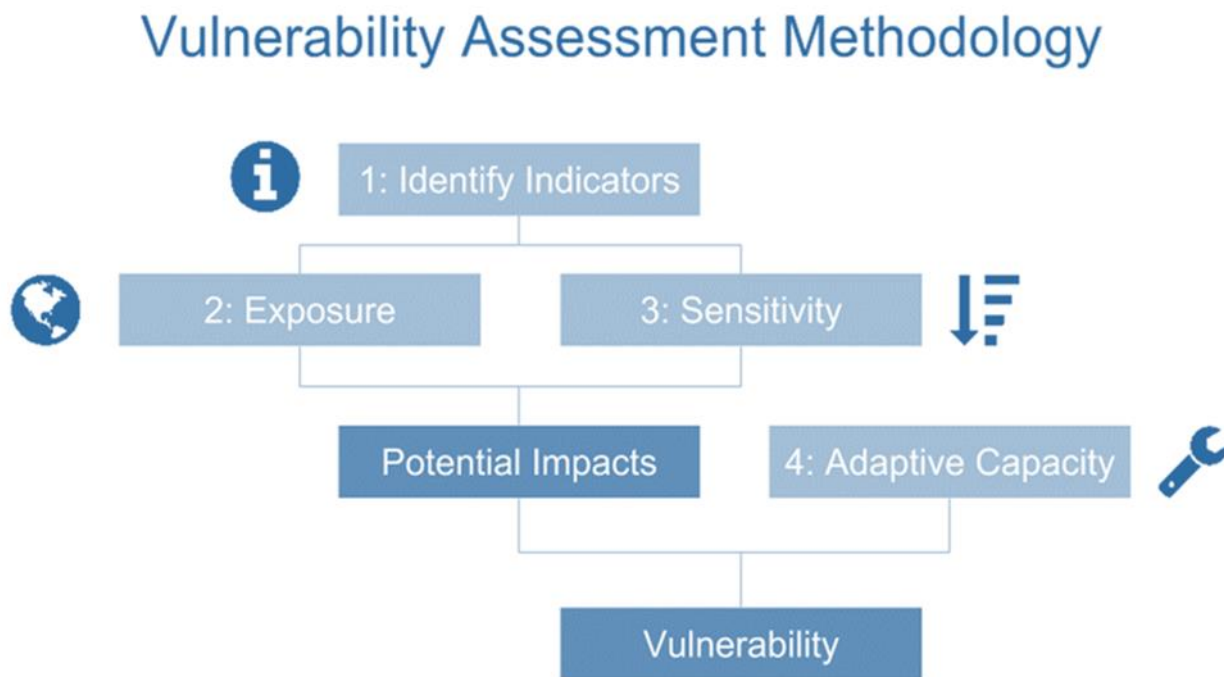
UDM appointed Urban Earth consultants to undertake a climate change and adaptation strategy during the 2016/17 financial year. The project aims to assist uMzinyathi District Municipality to better respond to climate change. As outlined in the Terms of Reference the primary objectives of this project are to:

- Identify the major sources of climate change related risk in the municipality, based on the most up-to-date scientific information available;
- Present these risks at a relevant local scale and in an accessible spatial and table format for use in decision-making;
- Identify appropriate and realistic response options that address the identified risks, with reference to water, energy, health, transport, infrastructure, housing, agriculture, biodiversity, waste management, and tourism;
- Provide realistic climate change response options which municipal officials can use for setting targets and reporting, related to both emissions reductions and climate resilient land use (land-care);
- Ensure that no current or proposed projects in the IDPs or other planning documents undermine climate change mitigation or adaptation efforts in the municipality;
- Supplement the response recommendations, targets, and project assessments with tools for climate resilient project design, monitoring and evaluation, and public awareness and education;
- Identify resources and possible sources of funding which could be accessed for implementation of the strategy.

5.3.2 Vulnerability Assessment

As part of the strategy, a Climate Change Vulnerability Assessment will be conducted within the District Municipality. Climate change vulnerability will be assessed by identifying a set of climate change indicators or impacts and then assessing exposure, sensitivity and adaptive capacity to these indicators.

Figure 12: Vulnerability Assessment



Source: Urban Earth 2017

Steps involved in a Vulnerability Assessment

There are four steps to conducting a vulnerability assessment, these are:

1. Step 1: Identify potential impacts of indicators.
2. Step 2: Assess whether the impact will take place (exposure).
3. Step 3: Assess how important the risk is (sensitivity).
4. Step 4: Assess if you can respond to the risk (adaptive capacity).

5.3.3 Developing a Greenhouse Gas Inventory

A greenhouse gas inventory helps a municipality to identify their areas of highest emissions and from there develop responses to reduce emissions in these specific areas. There are numerous tools that have been developed to assist local governments with this exercise. EThekweni Municipality has developed its own user-friendly tool to measure its greenhouse gases. This tool will be used as a basis for conducting a GHG Inventory for uMzinyathi District Municipality. Emissions are divided up into municipal and community emissions.

5.3.4 Developing a Climate Change Response Plan

A climate change response plan as referred to in the National Climate Change Response White Paper is: "a plan to effectively manage inevitable climate change impacts through interventions that build and sustain social, economic and environmental resilience and emergency response capacity." Climate Change Response Plans therefore highlight key impacts from climate change for a particular area and range of interventions that can manage these impacts.

Urban Earth will assist delegates in translating the results from the Vulnerability Assessment into a draft climate change response plan. Climate Change Response Plan Templates have been developed through the Local Government Climate Change Support Program (LGCCS). The LGCCS programme focused only on climate change adaptation and therefore the template for the response plans will need to be revised to include climate change mitigation.

5.3.5 Integration with IDPs

Once a draft climate change response plan has been developed, Urban Earth will work with municipal officials to help integrate the plan into the Municipal IDP. The engagement will be divided into two broad sections. The first is focussed on securing additional stakeholder engagement into the draft climate change plan. The second component of the engagement will be focussed on how to integrate the results from the climate change plan into the municipal IDP.

5.4 BIOPHYSICAL ENVIRONMENT

5.5 CAPITAL INVESTMENT FRAMEWORK

Map 9: Capital Investment Framework (CIF)



Source: Nquthu SDF 2017

6. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

6.1 HUMAN RESOURCE STRATEGY

Nquthu Municipality has a draft Human Resource Strategy in place which was last reviewed on the 31st of May 2017. The developed strategy will then be tabled on the council meeting for adoption by the newly elected Council during the 2017/18 financial year.

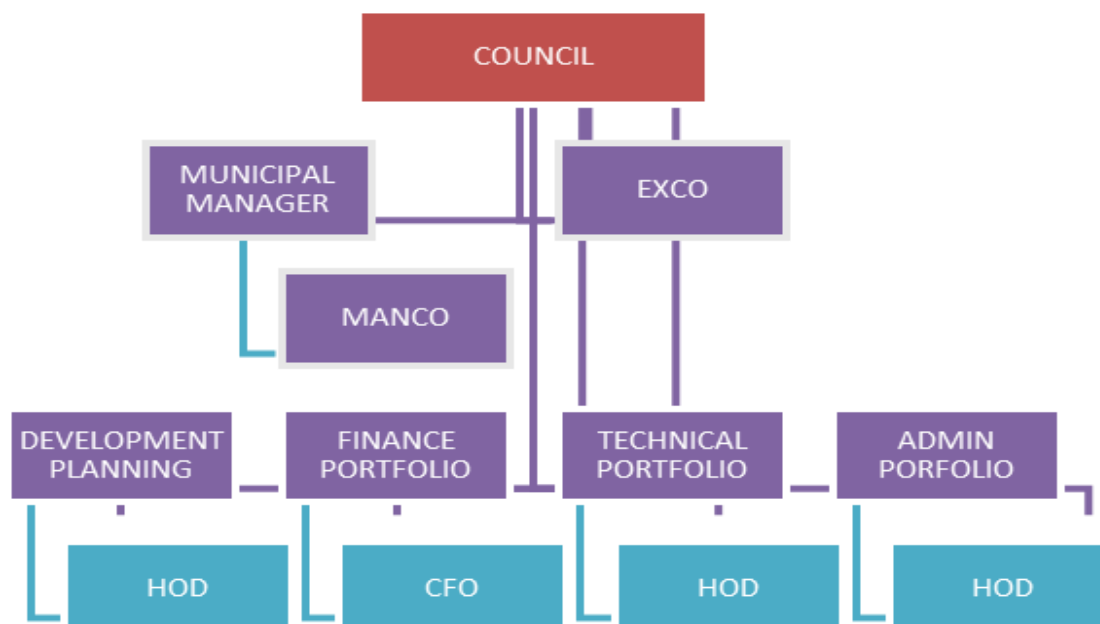
6.1.1 HUMAN RESOURCE FOR ENVIRONMENTAL MANAGEMENT

The municipality does not have capacity in Human Resource for Environmental Management. The UMzinyathi District Municipality is assisting Nquthu Municipality with all matters related to environmental management. The municipality has appointed Waste Management personnel who also oversee the environmental management within the municipality with the assistance of Environmental Affairs Department.

6.1.2 INSTITUTIONAL ARRANGEMENTS

The organizational arrangement is as follows:

Figure 13 : Municipal organizational arrangement



Nquthu Municipality entails of staff which reports to the Heads of Department who are the Directors of different components. The HODs sit on the portfolio committee meetings and discuss matters pertaining their respective constituent matters. The portfolio committee advises the HODs with solutions on how the

department matters can be tackled and how to go about the departmental programmes for service delivery to the community. When the issues have been analyzed, the MANCO assembles and finalizes together the individual portfolio outcomes to form one report which will be tabled in the Executive Committee thereafter taken to Full Council for resolutions.

6.1.3 POWERS AND FUNCTIONS

The Municipal Systems Act clarifies several issues relating to municipal powers, functions and duties. A municipality has all the functions and powers assigned to it in terms of the Constitution. It also has the right to do anything reasonably necessary for, or incidental to the effective performance of its functions and the exercise of its powers.

National and provincial government assigns additional functions and powers to local government, which are best, exercised at a local level and this helps to ensure that the three spheres of government work in a coordinated way.

In terms of the Municipal Structures Act as well as the Constitution (1996), specific powers and functions are assigned to District and Local municipalities respectively. Nquthu Municipality is performing the powers assigned to it in terms of legislation as deemed necessary at this stage.

FUNCTION	NQUTHU LM	UMZINYATHI DM
Water and Sanitation		X
Access roads and Storm Water	X	
Billboards	X	
Street Cleaning	X	
Local Amenities	X	
local sport facilities and public places	X	

local tourism	X	
building regulations and municipal planning	X	

6.2 ORGANIZATIONAL STRUCTURE/ORGANOGRAM

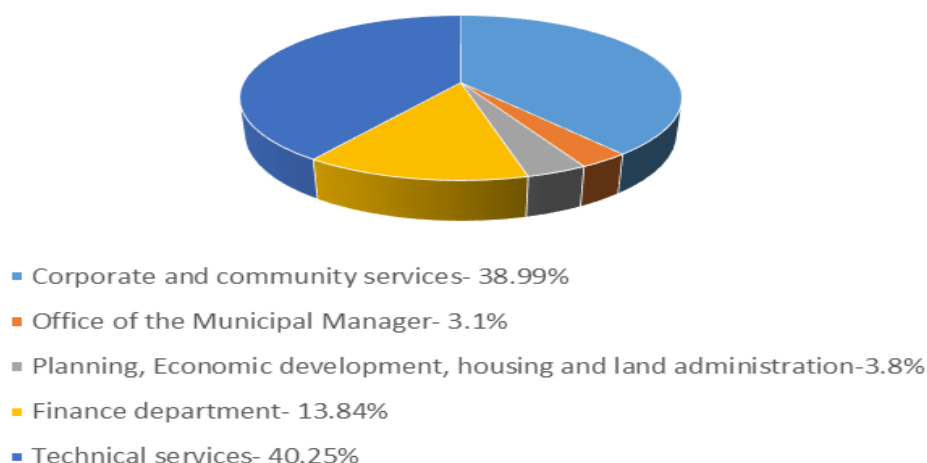
Nquthu Municipality has an administration structure which keeps the administrative duties going. In terms of administration, the municipality is headed by the Municipal Manager who is the Accounting Officer. The municipality consists of Section 56/57 managers who are under contract of the period of 5 year term of which is renewable and there are 16 middle management positions which are filled and they are permanent.

The current Nquthu Local Municipality administration comprises the Office of the Municipal Manager and four departments, namely:

- Technical Services,
- Financial Services,
- Corporate & Community Services; and
- Development Planning Housing & Economic Development Housing & Land Administration.

Figure 14: Municipal Staff compliment

Staff component



The Nquthu Local Municipality has a total work force of 159 Staff members being distributed among the four departments and within the above number there are beneficiaries who falls under food for waste programs, Office of the MM and there are 41 vacant posts in the organogram. These posts are not filled due to the budget which is not allocated for them and other posts are budgeted but delayed in the process of advertisement. The number of the staff is highlighted as per department in a table.

6.2.1 Municipal Institution Capacity Status of Critical Posts

Critical posts are: Municipal Manager and Managers reporting directly to the Municipal Manager. It is the responsibility of the employer to determine the strategic and operational needs of the organization. The Employer need to identify the critical skills shortages and how to attract individuals who have the skills required and retaining those individuals once appointed. Four posts of section 56 and 57 managers are filled with the exception of Corporate and community services where there is an acting director.

6.2.2 EMPLOYMENT EQUITY

Nquthu Municipality is an equitable employer with targeted groups represented in various layers of the municipal structure. However, there are still a number of areas where improvement is required. The Heads of Departments (HODs) consist of four Black African males and one Black African female (Acting Director: Community and corporate services). There is no disabled and non-African employee in a staff complement of 158 employees. Within the following departments, the municipality has appointed the Environmental personnel who execute environmental matters within Nquthu area. The

municipalities have an Employment Equity plan which was adopted by the Administrator on the 22 March 2017.

Table 11 : Municipal Staff

Department	Staff Component			
	TOTAL	MALES	FEMALES	NON-AFRICAN
Office of the Municipal Manager	08	03	05	None
Planning, Economic Development, Housing and Land Administration	07	04	03	None
Corporate Services	33	45	18	None
Community services	26	05	21	None
Finance Department	21	09	12	None
Technical Services	63	45	18	None

6.2.3 Workplace Skills Plan

The municipality has the Workplace Skills Plan that responds to the capacity challenges of the municipality which include the trainings and development of the employees, youth, community, Amakhosi and Councilors. The work skills plan was adopted by the Administrator on the 25th of April 2017 and submitted to LGSETA.

6.2.4 Implementation of Plans

There is still poor implementation of Employment Equity as the municipality still does not have a female representative in the Senior Management position. Under workplace skills plan; the implementation is at a good level. These plans need enforcement.

6.2.5 ICT Policy

The ICT Policy is in place; it was submitted and adopted by Council. To improve its functionality, the policy needs to be reviewed regularly.

6.2.6 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

Table 12: SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Policies and By-Laws in place • Employment Equity Plan • HIV/AIDS Strategy • Workplace skill plan inactive • Organogram • S54/56 posts are all filled • Recognition of prior learning • OPMS Framework 	<ul style="list-style-type: none"> • 2% of disabled people are not represented • Representation of women in senior management • IT strategy not in place • HR Strategy • Resolution Register
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Institutional growth through employment • Grading of Municipality to the higher level 	<ul style="list-style-type: none"> • loss of critical skills (Retention Policy)

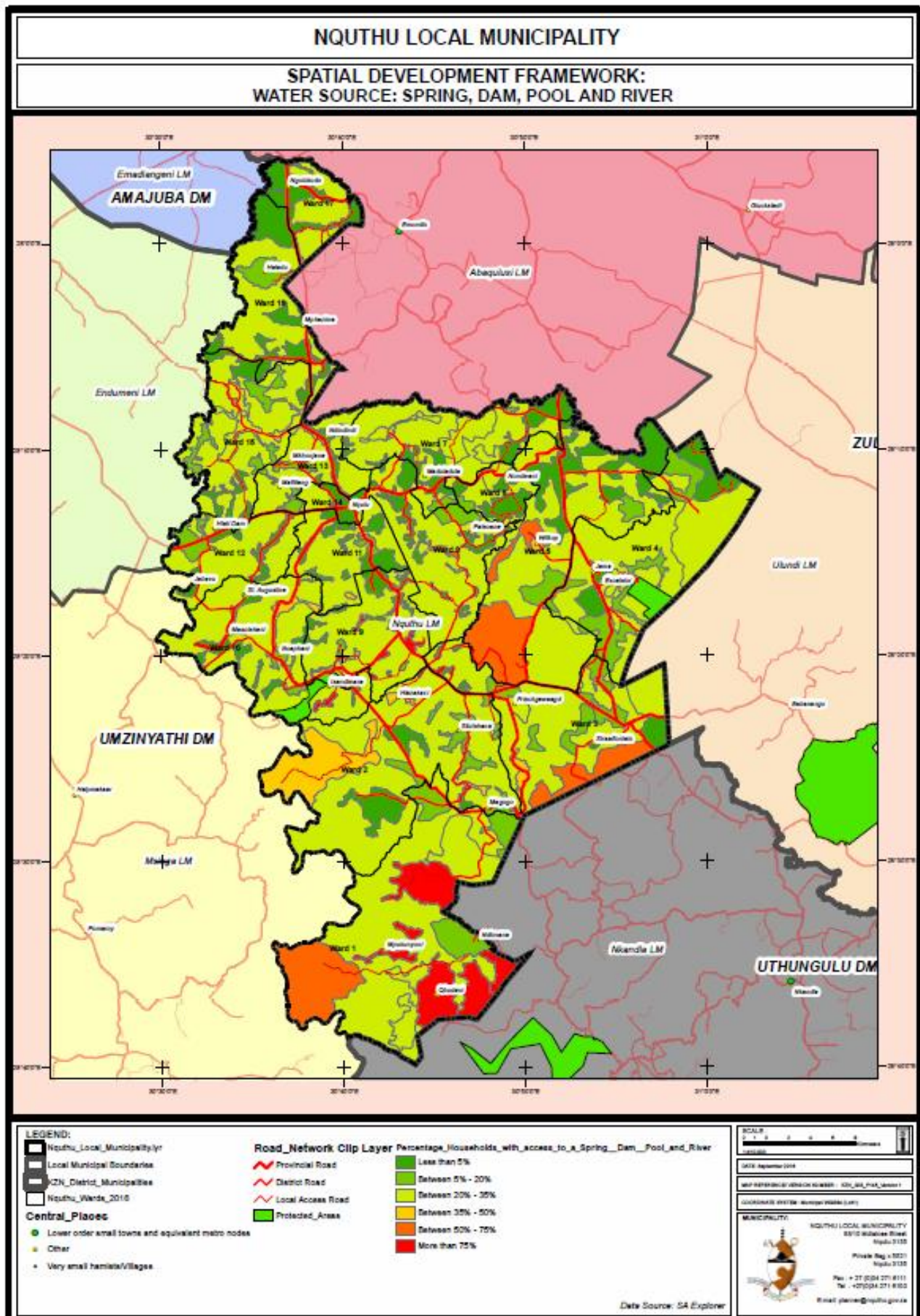
7. SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

7.1 Water & Sanitation

7.1.1 Water

The uMzinyathi DM is the Water Services Authority (WSA) for the municipality. They have prepared a Water Services Development Plan for the municipality and taking all responsibilities of water to their consideration. The Plan is prepared for a long term of 5 year and being reviewed annually. UThukela Water has left with the bulk infrastructure which is Beigersberg Water Treatment Works. Nquthu consist of 17 wards which are serviced by UMzinyathi as the WSA. These 17 wards are each widely scattered:

Map 4: Water source: Spring, Dam, Pool and River.



Source: Nquthu SDF 2017

- Ward 1 of consist of Qhuden Water Scheme which distribute water to the community through pipeline is a limited range of threshold, KwaNqulu pipeline is still underway as yet water tanks are providing water. KwaManxili is an isolated part of ward 1 has been drilled with 15 boreholes but only 5 which are functional due to dry land and 2 spring have been yet identified to service the area.
- Ward 2 Magogo pipeline, through protected spring a range of the area is reliant to water tanks. For future purpose, Hlajakazi Water Scheme is in planning to support and service ward 2 as the ward 3 is mostly covered by this scheme. Ntinini Water is in planning to service areas which are not served by Hlajakazi and also cover the whole of ward 4. Overall in ward 3 and 4 there are over 50 boreholes which are well effective in the area.
- Ward 5 has a small scheme in Ntababomvu which generate water to the community.
- Ward 6 is located in Nondweni Township which has its own scheme, this scheme also covers Mahlunqulu area and the area within Hlatshwayo Tribal Court still suffers to get access to water but there are plans of constructing pipes from Nondweni Scheme.
- Ward 7 has a water scheme calle Ndindindi, this scheme serves Maduladula and Mhlunqwana areas; Mphondi is the only area which still needs attention in ward 7 which still get water through water tanks.
- Ward 8 is reliant to Ndindindi scheme which serves the half of the area and the other half is served by water tanks
- Ward 9 is serviced by Isandlwana Phase 2 Water Scheme and the other part of this ward is served by Isandlwana Phase 1 and the little part of this ward still depends on water tanks.
- Ward 10 is fully supplied by Nquthu 5 Water Scheme
- Ward 11 is supplied by Isandlwana Phase 2 and Ntanyandlovu water and Mfongomfongo area is suppliedby water tanks. In St Simon there is a spring protection which was done in November 2012.
- Ward 12 and 13 are covered by Nquthu 1 scheme, only Dalala and other small part of 13 areas which is still dependent to water tanks
- Ward 14 is fully covered by Vants Drift only small portion which is supplied by water tanks
- Ward 15 of Nquthu area is covered by Ndindindi Phase 1 Water Scheme, Thelezini and other portion of Maceba and Nodwengu are still depending on water tanks.
- Ward 16 is supplied by Ndatshana Water only Haladu and Leneha which still need attention in terms of water construction pipes and distribution.
- Ngolokodo Water is supplying water in Ward 17 only Tlokweg and Ekudukeni which are still reliant in water tanks and the extention of pipeline was completed in June 2013.

The municipality is still facing challenges on providing the whole area with water and this has impacted the service delivery of the two joint partnerships of the local and the district municipality in a huge backlog. The UMzinyathi District Municipality is in the process of reducing the backlog that Nquthu Municipality.

7.1.2 Sanitation

The uMzinyathi DM is the Water Services Authority (WSA) for the municipality. The UMzinyathi is responsible for the reticulation of water within Nquthu area whereas UThukela Water is still responsible for bulk such as treatment works. Within the District there is a Water Services Development Plan backlog of sanitation within the whole UMzinyathi District area.

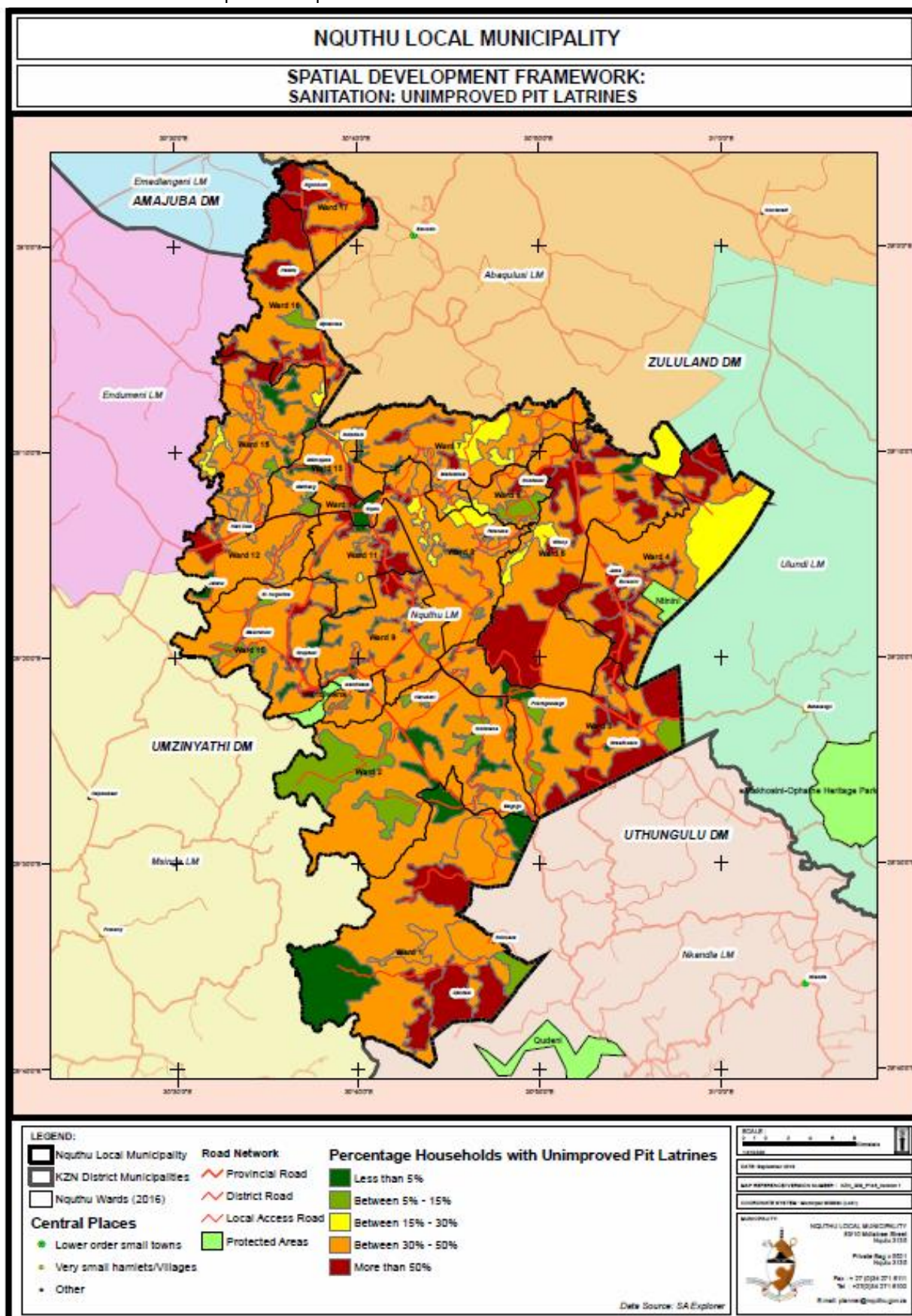
UMzinyathi District Municipality has provided Nquthu area with sanitation as the basic infrastructure. There are areas which still have a backlog of sanitation as the area is scattered in the gorges which make it quite harder to deliver to the community. Ward 16 and ward 17 are in the installation of sanitation. That covers Ncome, Haladu and Nkande in Ward 16 and Tlokweng in Ward 17.

The spatial representation of sanitation backlog is typical of traditional authority areas which have low levels of services. Despite several large sanitation projects within the area, it is surprising that the backlog level is as great as it is. In general, sanitation schemes are located in areas that are less remote and that are densely populated with existing road infrastructure. The bulk of the high backlog areas tend to be scattered communities in remote areas where access is difficult and costs per household are high. UMzinyathi District Municipality and UThukela Water have established water care facility and COGTA funded this project. This has assisted to mitigate the backlog of sanitation within Nquthu area. Due to terrain it is too expensive to have a number of water borne in the area.

7.1.3 OPERATIONS AND MAINTAINANCE PLAN

The municipality has prepared an Infrastructure Investment Plan which is still a draft. This plan incorporates the operations and maintenance plan of all infrastructures within the municipal area.

Map 10: Sanitation unimproved pit latrines



Source: Nquthu SDF 2017

The above map reflects the water services within Nquthu area. The Eastern part of Nquthu area is still critical with shortage of water where the rest of the area is well serviced with the assistance of the UMzinyathi District Municipality as its function.

7.2 SECTOR DEPARTMENTS COORDINATION

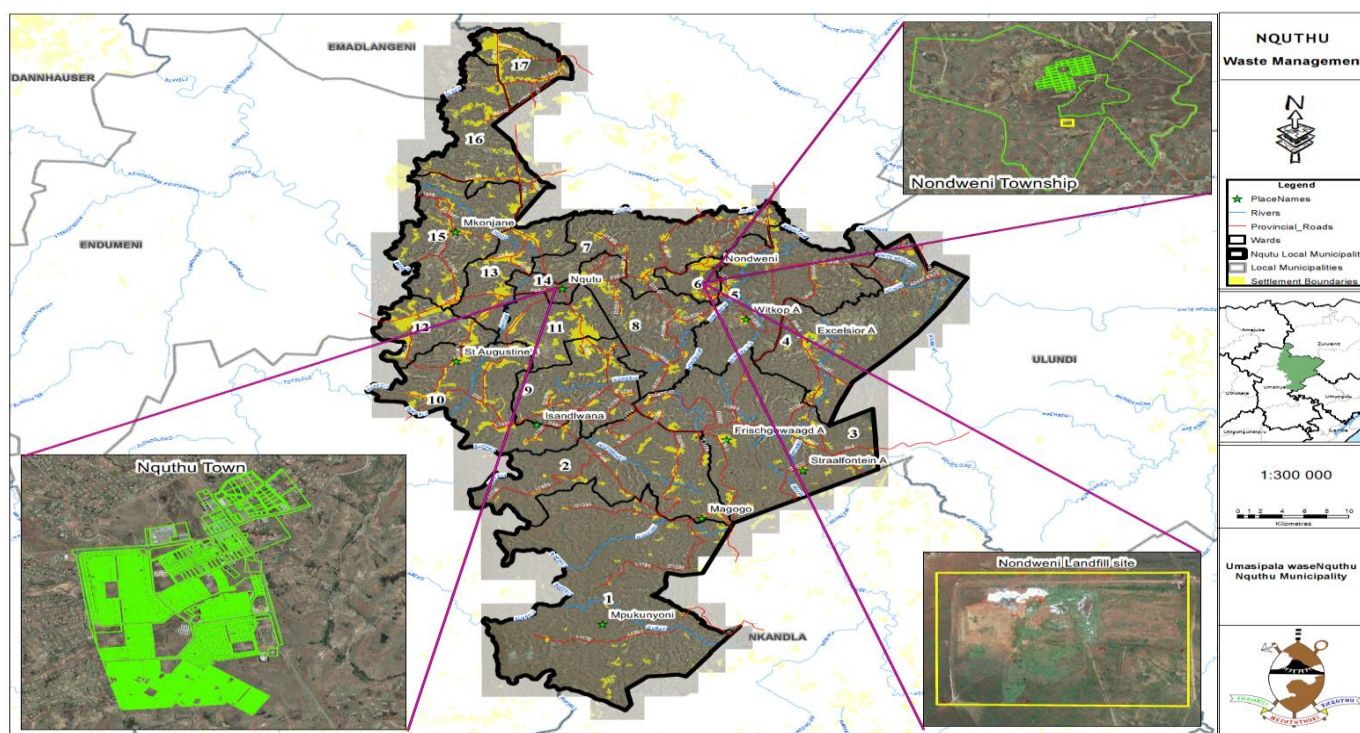
The municipality coordinates its development activities with other sector departments for the consistence and alignment of the programmes to be executed in that particular financial year. Integrated Development Plan Representative Forums are conducted timeously to verify the projects so as to avoid the duplication perhaps a certain department has planned to undertake a particular project.

7.2.1 SOLID WASTE

Nquthu Municipality has and uses Nondweni Landfill site which is in the process of being licenced for its solid waste disposal. The municipality is still looking for the area for to establish another landfill site that will allow the long term span of usage. The solid waste is collected in two wards that are formalized which are ward 6 and ward 14.

The spatial display of backlog of refuse services shows an alarming lack of services to all areas other than the urban nodes of Nquthu and Nondweni but this is a typical pattern in rural communities throughout the country. Of concern, however, is the fact that although waste collection may take place in some areas, there are no formal waste sites within the municipality to effectively deal with the waste. This needs addressing as a matter of urgency, as informal communal waste sites that are not permitted and not effectively managed present a real health risk to the environment.

Map 11: Waste management



Source: Nquthu IWMP 2015

The municipality has appointed the Service Provider to develop an Integrated Waste Management Plan (IWMP) and it has been adopted by the council on the 30th June 2015. To date the report has went through the EXCO and full council. This plan will address the following:

- An environmental impact assessment of waste management options;
- An evaluation of environmentally friendly practices for re-cycling and land fill sites; and
- The identification of economic opportunities associated with recycling.

7.2.2 INTEGRATED WASTE MANAGEMENT PLAN

The municipality has appointed the Service Provider to develop an Integrated Waste Management Plan (IWMP) and it has been adopted by the council on the 30th June 2015. To date the report has went through the EXCO and full council.

7.2.3 Landfill Site

The municipality has its own landfill site which is situated in Ward 6 (Nondweni) and is permitted. Nquthu Municipality has and uses Nondweni Landfill site which is in the process of being licensed for its solid waste disposal. The municipality is still looking for the area for to establish another landfill site that will allow the long term span of usage.

7.3 TRANSPORTATION INFRASTRUCTURE

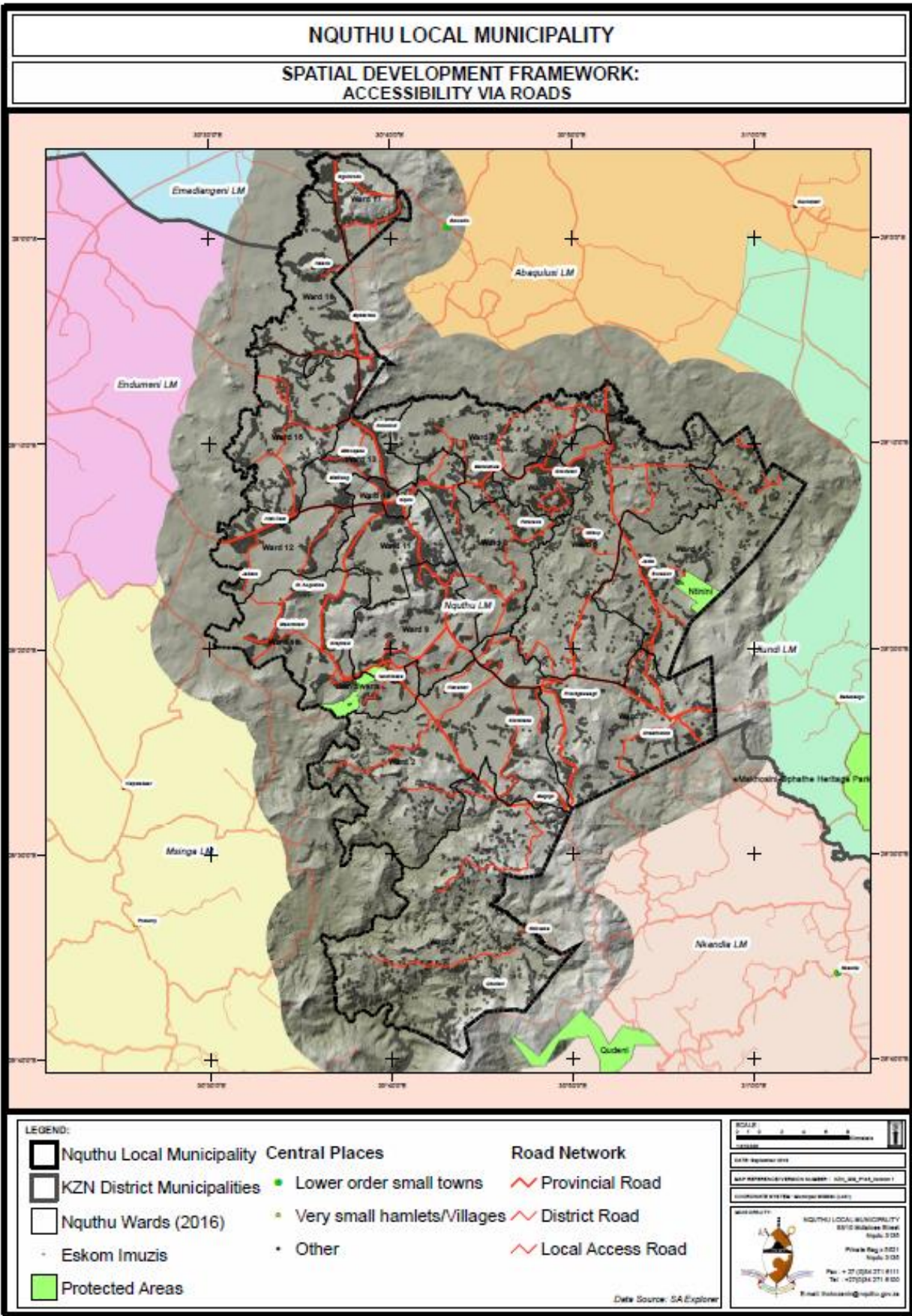
7.3.1 Road Network

Nquthu is strongly linked to the surrounding town of Dundee, Melmoth, Vryheid and Newcastle. Dundee is linked to Nquthu via a tarred road R68, and provides most of the administrative and institutional needs. It serves as the commercial core for Nquthu residents particularly those in the southern portion of the Municipality. The main transportation route through Nquthu Local Municipality is R68 linking Ulundi and Newcastle/Dundee. Other important roads in the area are the R33 passing through the northern part of the Municipality, the road passing east of Nondweni linking Vryheid with the R68 and the gravel road linking Nquthu with Kranskop road.

Due to these routes passing through the Municipality, Nquthu is fairly accessible, with the route from Dundee to Melmoth being the shortest route from Newcastle/Ladysmith and Ulundi and the KwaZulu Natal north coast.

A link road that would pass through Nkandla is nearing its completion and is fully funded and constructed by the Provincial Department of Transport and Road. In addition to this, the National Department of Roads commissioned the upgrade of D1566, which forms one of the potential economic links to the development a nature conservation, multi-purpose center as well as grape farming at Qhudeni. Nquthu in general has great potential for growth and development in terms of agricultural produce and tourism at has the heritage sites i.e. Isandlwana and Ncome that are annually visited and only require a good infrastructure and strategy to unlock this untapped potential.

Map 12: Accessibility via roads



Source: Nguthu SDF 2017

7.3.2 TAXI RANK

Nquthu has improved the accessibility of roads within the jurisdiction. The area has five taxi ranks of which four are well established and one is an informal ranks. This taxi rank connects and distributes to different places of the area. This has made good connectivity from Nquthu to various neighboring town. The Nquthu Municipality is slowly improving its infrastructure, due to its high volume of rural area which is scattered in the mountainous areas, it is difficult to undertake all infrastructure projects and be completed at a given timeframe. The municipality thus has a number of projects to address the road infrastructure. There are no railways in Nquthu but they exist within the District.

7.3.3 OPERATRIONAL AND MAINTAINANCE PLAN

The municipality have an adopted infrastructure investment plan which was approved by the Council on the 30th of June 2015. Currently the municipality is using its own equipment for the maintenance of infrastructure within its jurisdiction.

The Infrastructure Plan include the inter alia strategies that will be utilized to maintain all the municipal infrastructure including the road networks and municipal social facilities

7.4 SOURCES OF ENERGY

7.4.1 Electricity Energy

The spatial distribution of electricity backlog reveals a similar pattern to that exhibited for other services where urban nodes and areas around road infrastructure tend to be better served than elsewhere. The areas of greatest backlog tend to be scattered and isolated communities, primarily due to the high cost of connection to low-density areas, with limited potential for cost recovery. The municipality has licence of electricity dissemination within the town which is ward 14 but it still does not distribute or serve the whole ward. Eskom is assisting in serving with electricity in the area. The area connect its electricity in different sub-stations which namely; St James, St Benedict and Blood River.

7.4.2 Alternative Sources of Energy

Alternative sources of energy are thus required to address the backlogs where densities and demand are low. The municipality is in the process of appointing

service provider to install solar water heaters (geysers) in the households within ward 14 and ward 6.

Currently, solar panels are being installed in ward 01, 02 and 03 where there is no electricity infrastructure close to the communities. The above mentioned wards were confirmed by ESKOM that they will not be connected to the system in the new future. Alternative being used by communities includes collection of woods to make fire, solar panels for lighting purpose.

7.4.3 ENERGY SECTOR PLAN

Nquthu Municipality does not have the Energy Sector Plan but it has engaged ESKOM to upgrade its supply of electricity within the areas where the municipality distributes energy. The level has increased from 3MVA to 6MVA. This will assist the municipality to cater for the new developments.

7.4.4 OPERATIONS AND MAINTAINANCE PLAN FOR ENERGY

The municipality has the plan in place that assist in any failure of energy and if there is a severe crisis the municipality contacts the Service Provider who is a stand-by to assist. Even though there is no concrete contract with the Service Provider but the duties that need to be executed in the case of emergency are undertaken.

7.5 ACCESS TO COMMUNITY FACILITIES

7.5.1 LIBRARIES

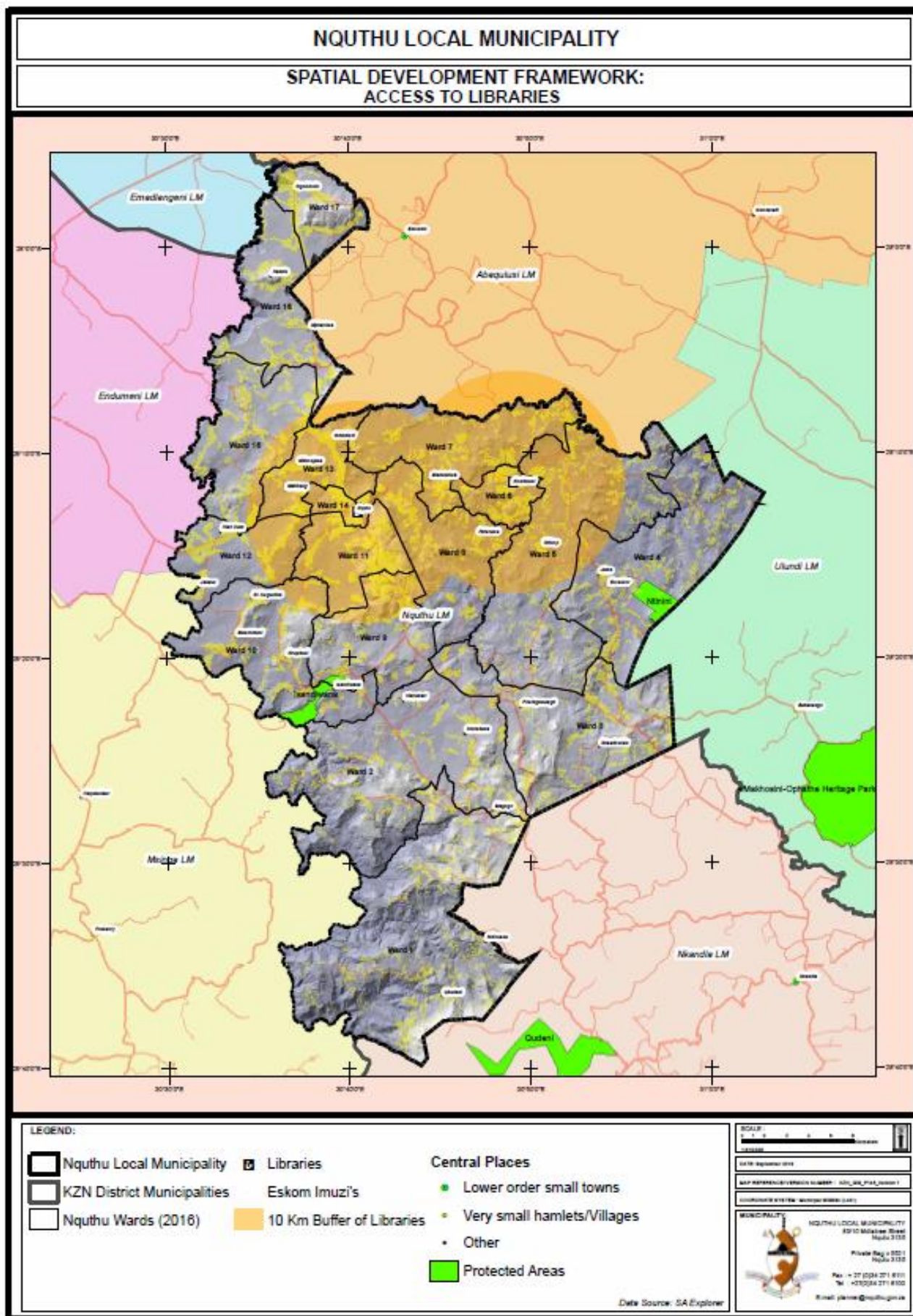
It is difficult to provide a number of cost-effective libraries within the Limited Budget. The situation is constantly assessed and libraries are then provided in close proximity to concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached. Nquthu is currently serviced by 2 Libraries situated at 1139 Mangosuthu Drive (next to Mgazi High School) in Nquthu itself and in Section B Nondweni Township. The municipality in partnership with the Bornem Municipality and Department of Arts and Culture has introduced mobile libraries in six centres around Nquthu namely; Ntanyandlovu in ward 11, Sandlwana in ward 11, Umsimbu in ward 2, Sicelimfundo in ward 3, Mhlungwana in ward 7 and Kwanyezi in ward 3.

7.5.2 COMMUNITY HALLS

The Northern halve of the Municipality is well serviced by the 9 community halls present in the municipality. There are no facilities in the Southern part of the

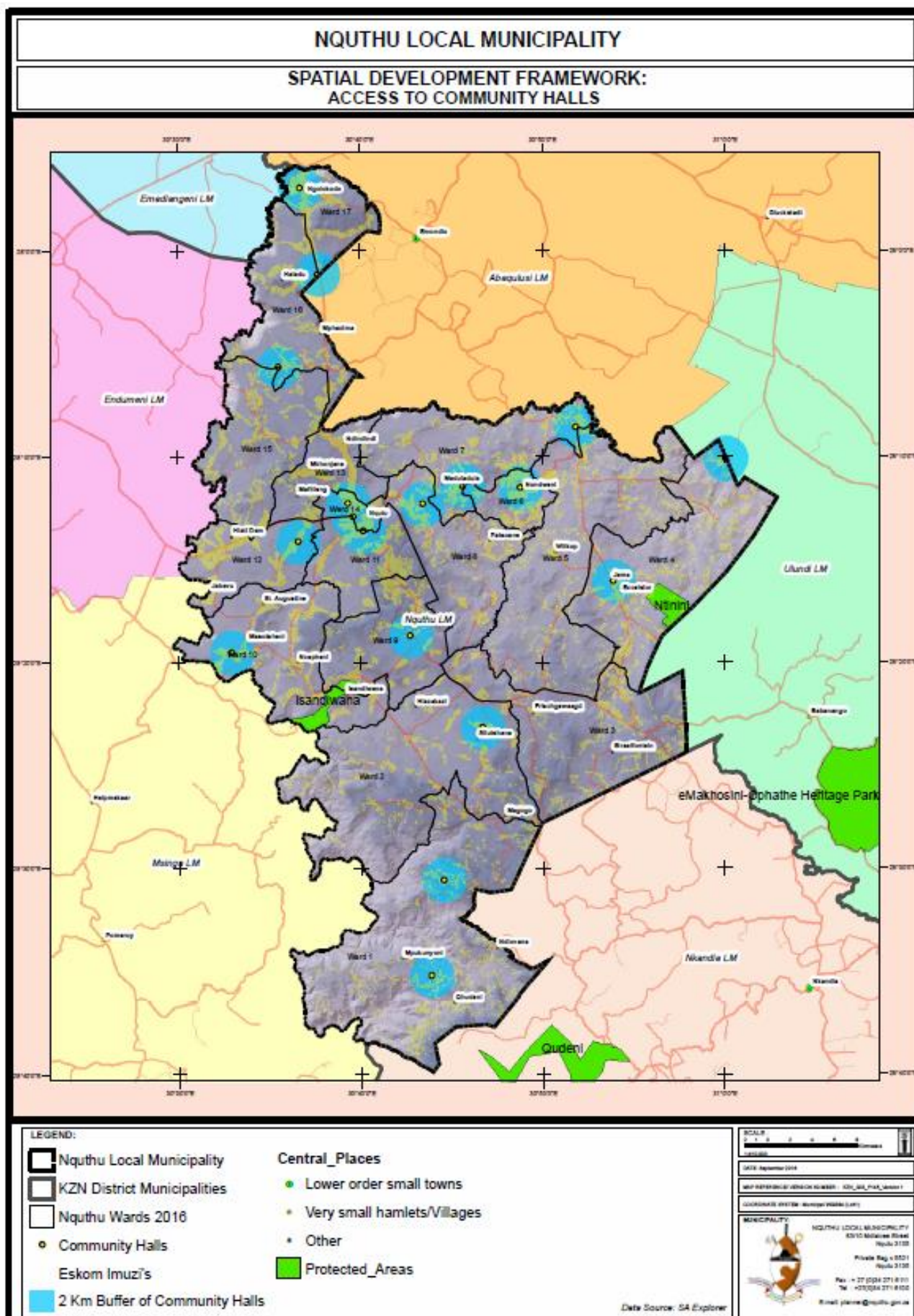
municipality. The population in the southern areas is much less than within the northern areas, but still needs to be provided with community services.

Map 13: Access to libraries



Source: Nquthu SDF 2017

Map 14: Access to community halls



Source: Nquthu SDF 2017

7.5.3 SPORTS FACILITIES

Nquthu area has a number of sport facilities namely; Nondweni Sports field (ward 6), Nquthu Stadium(ward 14), Isilojana Sports field (ward16) Nkande Sportfield . The municipality have completed the upgrade of the Nquthu stadium in ward 14 and the indoor sport facility.

7.5.4 THUSONG CENTRE

Nquthu Municipality has two (2) Thusong Centre which are located within Jama and Molefe Traditional Councils. These centres has become fruitless expenditure (white elephant) as they are not operating due to some hindering matters as the agreements with respective Traditional Authority has not yet been met.

8. HUMAN SETTLEMENTS

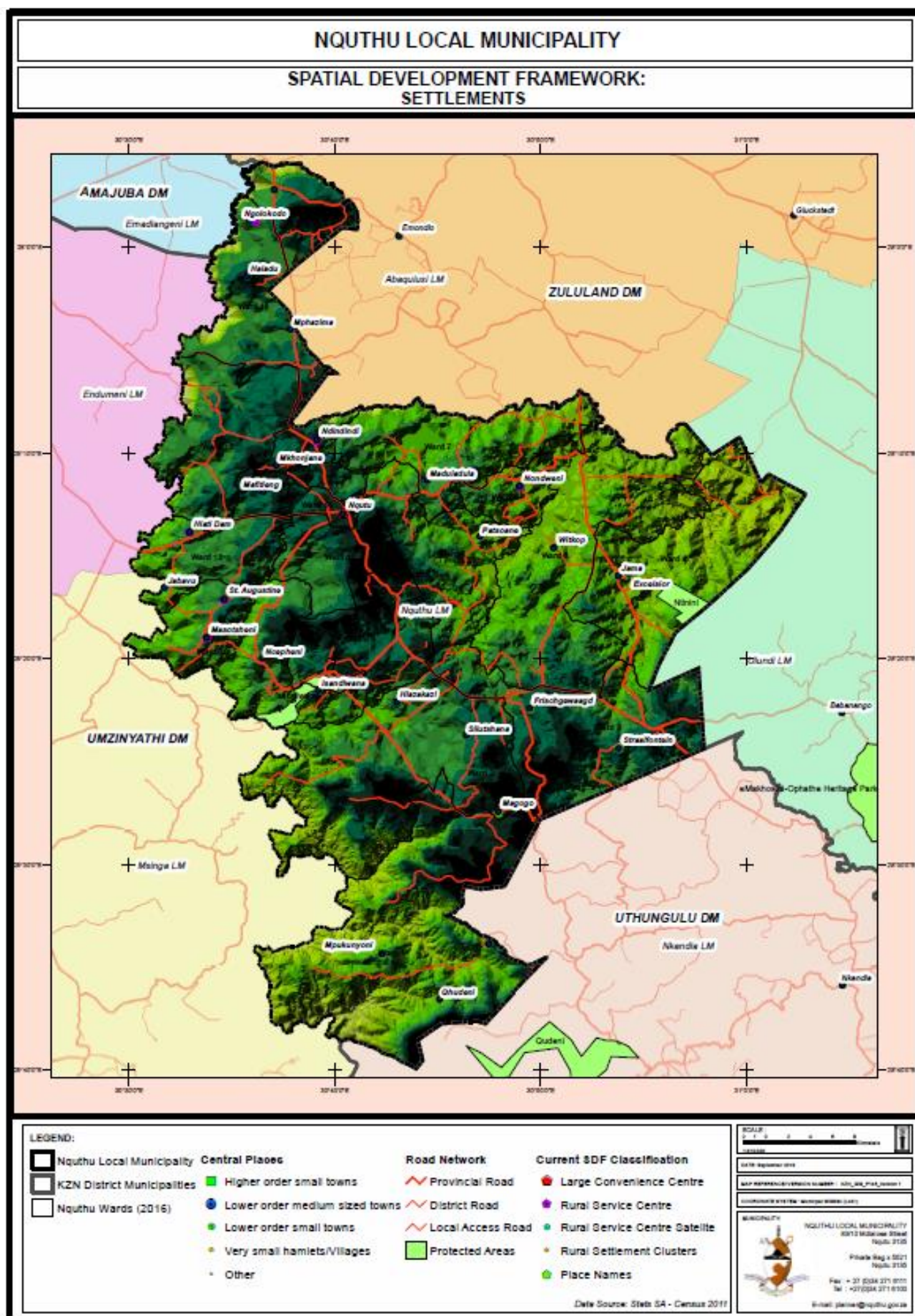
The Nquthu Municipality Housing Plan was adopted in 2005 and was lastly reviewed and updated in 06 December 2012. The ultimate goal is to provide housing structures to all communities within the jurisdiction of Nquthu Municipality.

Nquthu is a rural Municipality with people's home mostly built along the road. This linear pattern makes it easier to for provision of water and other bulk infrastructure services. The residents have enough space to build further sub-divide the land for other family members. However, there are other residents who still have homes built on the hilltop, which might be difficult for the contractor to develop and this terrain may be expensive.

The pattern varies, in some areas it is densely populated with homes clustered in one area in a circular fashion. The reader should note that tribal faction fights to contribute to patterns of households in some very specific areas i.e. it is appropriate for one to move closer to others in order to be able to fend off the enemy attacks. There are some areas such as Nondweni that have been developed using proper town planning. It should be noted that the development of this township was done so as to resettle the residents that were moved from farmland during apartheid era.

This development is economical oriented as poverty continues to face the communities; there is inclination to move closer where the economic activity is concentrated. In the economic study that was done, it reflects that informal trading increase, hence these traders are moving closer to the town in order to be able to move their wares without depending on transport, which is costly for informal traders. In the provision of housing the municipality has an obligation to provide proper town planning and relocate the households into areas zoned for residential purposes and relocate industries light industries from Central Business District (CBD) area to areas zoned for industry.

Map 15: Settlements



Source: Nquthu SDF 2017

8.1 BULK INFRASTRUCTURE

The provision of basic infrastructure in the municipality is hampered by the culture of non-payment. The Nquthu Socio-Economic Study indicated that 58.13% of the population does not pay for services. Nquthu consist of a large rural population over (90%), with less than 10% its people living in the semi-urban areas of Nquthu Town (3,44% living in Nquthu Town), Nondweni, Isandlwana and Ngolokodo. Roads and storm water in these rural areas are in a poor condition. This places enormous pressure on the services for the municipality.

8.2 CURRENT HOUSING SITUATION

The following projects are being finalized or have been completed.

The following are the current projects which are being implemented and are located in the south-west of Nquthu and form part of the first township of Nquthu Municipality

While the following are current projects which have been identified:

CURRENT HOUSING PROJECT UNDER IMPLEMENTATION	NO OF UNITS	WARD	STATUS
Nondweni Housing	1239	6	Under Construction
Nquthu Phase II	1296	14	Under Construction
Ngolokodo	500	17	Complete
Nquthu Municipality Phase I	317	14	Complete
Jabavu/ Masotsheni	500	9&10	Complete
Vulamehlo	500	11	Complete
Luvisi	500	14	Complete

Source: Nquthu Municipality Housing Sector plan 2012

APPROVED HOUSING PROJECTS	WARDS	NO OF UNITS	SUBSIDY	STATUS
Qhudeneni	1	1000	81,383	Planning stage
Jama	3,4 & 5	1000	81,383	Planning stage
Isandlwana	9&10	1000	81,383	Planning stage
Ndatshana	16 & 16	1000	81,383	Planning stage
Total		4000		

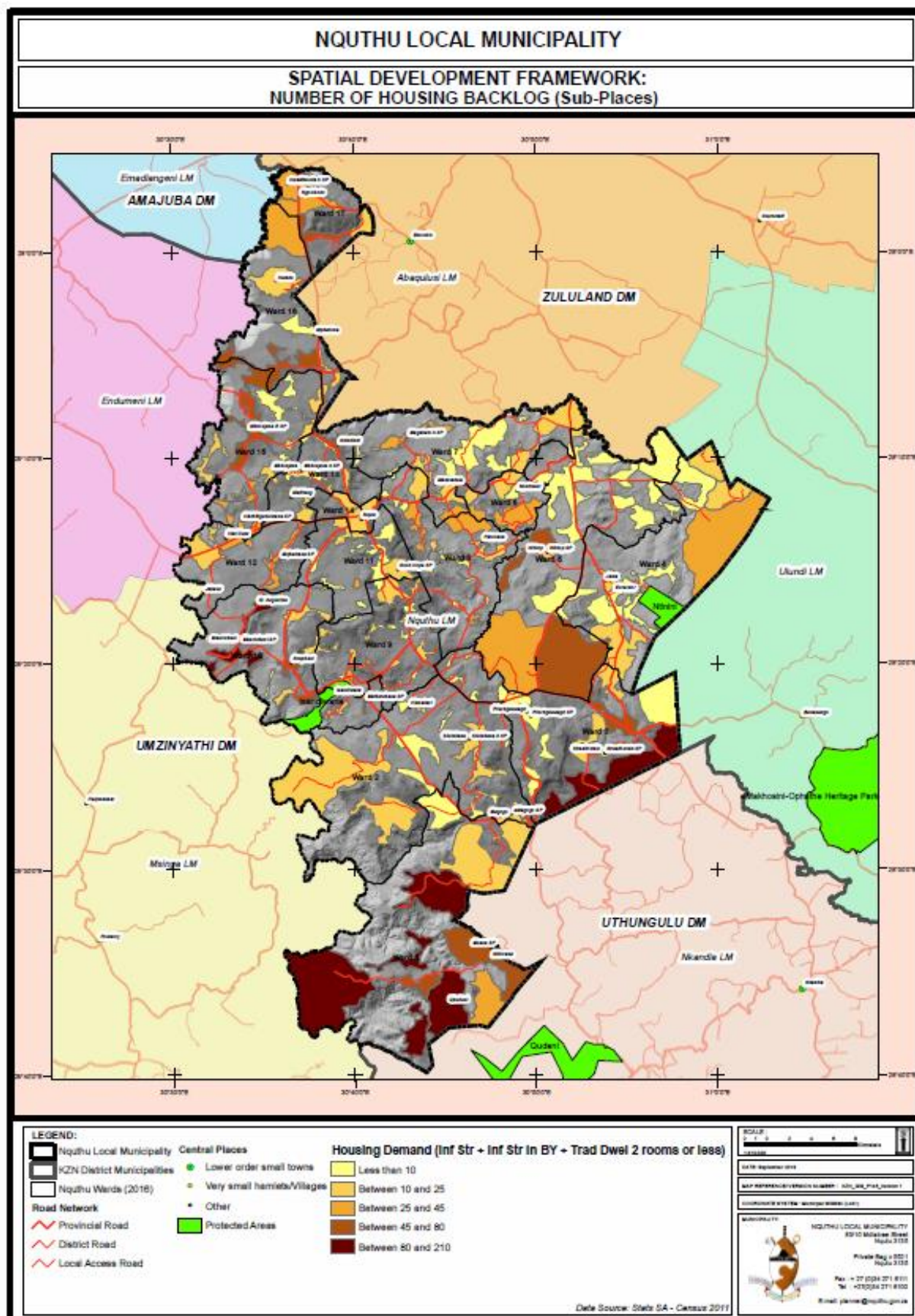
(Source: Nquthu Municipality Housing Sector plan 2012)

8.3 FUNDING

The housing projects are funded by the Provincial Human Settlements Department, with the bulk infrastructure being funded by UMzinyathi District Municipality.

Phasing of the projects would ensure that all community members would be satisfied with service delivery. In addition to this, it would provide vast and distributed employment opportunities to all members of communities spread around Nquthu area.

Map 16: Number of housing backlog (sub-places)



Source: Nquthu SDF 2017

8.4 SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Provincial road R68• Existing working equipment• Job Creation: EPWP, CWP, Food for Waste, EPIP• Green energy on non-grid areas• Capital Investment Plan• Integrated Waste Management Plan• Landfill Site• Ability to spend grant within a stipulated time frame.	<ul style="list-style-type: none">• Low level of Capital Investment• Unreliable water sources• Illegal electricity connection• Maintenance of existing infrastructure/ Plan• Electrical: illegal connections and ageing infrastructure• Limited Infrastructure funding• Limited water resources• Weak IGR: DOT• Packaging of projects and sourcing of funding
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Industrial and Investment development• Water Catchment (dam)	<ul style="list-style-type: none">• Low level of physical infrastructure• High cost implications on projects due to poor terrain• Community unrest due to failure to deliver on time• Low level of Connectivity (transport and telecommunications)

9. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

9.1 LOCAL ECONOMIC DEVELOPMENT DEFINITION

Local Economic Development is defined as an ongoing process by which stakeholders and institutions from all spheres of society, the public and private sector as well as the civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for the local businesses and strengthen the competitiveness of local businesses.

9.1.1 The LED Strategy

Nquthu Municipality had appointed a service provider that prepared the LED Strategy which addresses LED within Nquthu area. The strategy was adopted by the Council in May 2015. It consists of other plans such as Agriculture and investment plan. The information that is articulated in this section is directly derived from the LED Strategy that has been adopted by the Municipal Council. The LED Strategy contains the implementation and the direction of LED at Nquthu. The LED Strategy that has been adopted is used together with other LED strategic development documents are being implemented. The LED Strategy has incorporated the projects that are enshrined in the LED Plan. This refers to the following:

- Job creation through linkage to policies, implementation of supply chain management, expanded public works programme/Labour intensive.
- Recognizing the role of tourism in the economy through broadening product development and market.
- Local economic development through targeted investment programme including policy, diversification of value add products, marketing, support to structures to support SMME`s and co-operatives.

The municipality does not have an investment policy as a standalone document, but has been incorporated within the LED strategy as a chapter.

The following stakeholders that were engaged in the development process of the strategy:

- Business chamber;
- SMMEs & Informal business sector;
- Farmers Associations;
- Tourism Sector Players;
- PSC Members comprising of all Sector Departments that play an economic role in
- Nquthu Municipality i.e. Taxi association, rate payers association, emerging contractors association etc.

9.1.2 Economic Analysis

The study has shown that the local economy relies heavily on wholesale and retail, community, government and agriculture centers. Other sectors such as transport, mining and quarrying, manufacturing, electricity and construction contribute minimally. In short the sector that contributes much into local economy and employment is wholesale and retail followed by government.

- Key natural identified and analyzed are: maize farming; this is due to a stable food for community and as such majority of the households in the municipality plant it for household consumption. Dry beans, stock farming and poultry are some of key natural identified and analyzed.
- Key economic drivers identified are Agriculture: Farming; at Nquthu it is generally on small scale and produce is largely used for household consumption. Extra harvest if any are sold to the neighbors
- Tourism: lack of accommodation facilities is detrimental to the growth of the industry as visitors or tourists may not want to spend time in Nquthu since the place cannot offer accommodation should they need it.

9.1.3 Informal Economy

The municipality have an adopted informal economy policy (2015) which is reviewed annually. The policy support and regulate (permits and zoning for street vendors) the functioning of all informal trading businesses in Nquthu.

Potential Partners

- Informal trade and Commercial.
- Key economic Partners
- Shanduka
- NYDA
- The Branson Centers of Entrepreneurship
- Aqua Culture Development and enhancement Programme
- Black business supplier Development
- The cooperative incentive scheme

9.1.4 Strategic Programmes

Nquthu Small Business Forum is in place, this forum represents the aspirations of all emerging entrepreneurs and informal traders. Cooperative forum is constituted by all cooperatives at Nquthu. The municipality maintain and uphold the database for active and registered SMMEs and cooperatives which is updated annually. One of the main objectives of these structures is to take in hand sectoral transformation through number of programs the municipality has.

The LED strategy also promotes and supports the sectoral transformation. As per the strategy; the municipality through Supply Chain Processes seeks to promote local economic development by giving preference to local businesses to supply goods and services to the municipality.

Furthermore the strategy seeks to promote and developing stage 1 and stage 2 contractors by supporting small contractors by breaking down a certain portion of capital contract into smaller scale that will meet construction sector requirements. Through SCM bid specification committees will ensure that all bid documents make provision for emerging or small contractors

There are number of projects that are aiming at developing emerging farmers;

- Sheep and wool agricultural project
- Resuscitation of Nondweni community garden
- Fencing of grazing land

The municipality conducts capacity building session, workshops, trainings and product grading through SEDA for SMMEs and co-operatives to improve their local competitiveness. There are various programmes that are enshrined in the informal economy policy that re targeting the informal traders.

9.2 JOB CREATION INITIATIVES

Nquthu Municipality has a number of the programmes that aims to reduce the number of unemployment and implement the State of the Nation Address mandate. The following are the programmes that Nquthu Municipality is implementing:

- There is Community Works Programme which consists of 1068 beneficiaries. Above that the municipality under LED unit has got number of SMME's who have benefited from municipal support and programmes and now have opened more opportunities to the needy.
- There is a new venture creation programme with 25 beneficiaries that is an entrepreneurial development study targeting people with disability receiving R1500 monthly stipend.

9.2.1 Green Job Initiatives

Land rehabilitation is spread all over Nquthu with 195 beneficiaries. Their main task is to fill up all dongas and rehabilitate the land. Youth in Job project has 17 beneficiaries. Their main duty is to teach the community about environmental issues and keep the town environmentally friendly.

9.2.2 Overall Business Environment

As per Statistics SA, 7 059 people are employed in the formal sectoral and only 1 859 in the informal sector. Majority of people employed in the informal sector are mostly absorbed in the trading centre or related economic sector. The Informal economy absorbs a small proportion of the population in the job market. The sector is a strong contributor to the economic growth and employment opportunities such as the municipality focuses on growing the informal sector by initiating LED programmes that promote growth.

The wholesale and retail trade is the main source of employment whereas agriculture, manufacturing, transport and finance offer limited employment opportunities.

9.2.3 Performance of Key Industries/Firms

The indication of the general performance for key industries is illustrated furthermore in the LED Strategy. The study has shown that the local economy relies heavily on wholesale and retail, community, government and agriculture centre. Other sectors such as transport, mining and quarrying, manufacturing, electricity and construction contribute minimally. In short the sector that contributes much into local economy and employment is wholesale and retail followed by government.

9.2.4 Capacity of the Municipality

LED projects rely on the capacity and ability of the LED unit. The unit has several projects that are under implementation. The current personnel is overloaded by work since sub units such as Business & Agriculture do not have a dedicated of full time employed staff to oversee projects in those areas.

Below are the institutional arrangements the unit is working hand in hand with in unleashing its programmes:

- Small business
- Co-operatives
- Informal traders
- Famers association
- Emerging contractors
- Taxi association
- Rate payers association
- Tourism structure (CTO)

The municipality (LED unit) has got a corporation with Bornem Municipality (Belgium) and have a MOU where all programs and terms of cooperation are stipulated. The Department of Economic Development, Tourism and Environmental Affairs has got MOU with the municipality (LED) that governs all terms and conditions of our operations.

9.2.5 Private Sector Funding

The municipality has collaboration with one of Belgium municipality (Bornem). This cooperation called city to city started in 2008. As per the contract that was signed by the two municipalities it will lapse by 2019. The nature of the relationship is developmental, economic and exchanging experience and knowledge.

9.3 EXPANDED PUBLIC WORKS PROGRAMME

The municipality is executing the National Mandate which consists of Expanded Public Works Programme. Within the municipality, the Expanded Public Works Programmes workers falls within capital projects.

9.3.1 Local Economic SWOT Analysis

The LED SWOT analysis is used as a tool to assess the Nquthu Local economy. It is depicted in the below table:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • LED unit in place • Functional led support structures (forums) • LED PSC in place • SMME incubator feasibility study in place • informal traders chamber in place • LED Strategy will be adopted by Council in March 2015 	<ul style="list-style-type: none"> • The short term nature of public investment programmes • The short term nature of public investment programmes • Few alternatives approach to sustainable development, such as recycling, exploitation of natural and renewable energy sources. • Insufficient funding to support led programmes • Agriculture Strategy draft • Lack of capacity to coordinate led programmes • Job creation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Land availability • Agriculture • Tourism 	<ul style="list-style-type: none"> • Low levels of physical infrastructure. • Business Chamber

<ul style="list-style-type: none"> • Battlefield tourism routes • LED partnership (private and social) • Local Training facilities 	<ul style="list-style-type: none"> • Unreliable water supply • Unfavorable climate for diversification of agriculture • Low level of infrastructure and services (roads, water and sewers) • Land productivity • Poverty (nutrition, quality education, quality health) • High level of unemployment • health) • High level of unemployment
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9.4 BROAD BASED COMMUNITY NEEDS

WARD	PRIORITY – MUNICIPAL	OTHER SPHERES
Ward 1	<ul style="list-style-type: none"> • Electricity • ECD • Access Roads 	<ul style="list-style-type: none"> • Water • Housing • Fencing of fields
Ward 2	<ul style="list-style-type: none"> • Electricity • Social Facilities • Roads 	<ul style="list-style-type: none"> • Water • Housing • Fencing of fields
Ward 3	<ul style="list-style-type: none"> • Roads • Social Facilities • Electricity 	<ul style="list-style-type: none"> • Water & Sanitation • Housing • Livestock Dams
Ward 4	<ul style="list-style-type: none"> • Access roads and causeways • Social Facilities • Electricity 	<ul style="list-style-type: none"> • Water & Sanitation • Land Cultivation & field fencing • Housing • Health facility
Ward 5	<ul style="list-style-type: none"> • Social Facilities • Access roads • Electricity 	<ul style="list-style-type: none"> • Primary School • Housing • Water & Sanitation • Fencing of fields
Ward 6	<ul style="list-style-type: none"> • Social Facilities • Access roads 	<ul style="list-style-type: none"> • Housing • Water & San
Ward 7	<ul style="list-style-type: none"> • Electricity • Access Roads • Social Facilities 	<ul style="list-style-type: none"> • Housing • Water & sanitation • Fencing of fields

Ward 8	<ul style="list-style-type: none"> • Access roads • Electricity • Social Facilities 	<ul style="list-style-type: none"> • Housing • Water & Sanitation
Ward 9	<ul style="list-style-type: none"> • Electricity • Social Facilities • Access roads 	<ul style="list-style-type: none"> • Water • Housing • Fencing of fields
Ward 10	<ul style="list-style-type: none"> • Electricity • Roads • Social Facilities 	<ul style="list-style-type: none"> • Water & Sanitation • Housing • Health & Education facilities • Fencing of fields
Ward 11	<ul style="list-style-type: none"> • Access Roads • Social Facilities • Electricity 	<ul style="list-style-type: none"> • Water • Fencing of fields • Health Facility • Housing
Ward 12	<ul style="list-style-type: none"> • Access Roads • Social Facilities • Electricity 	<ul style="list-style-type: none"> • Housing • Sanitation
Ward 13	<ul style="list-style-type: none"> • Electricity • Road • Social facilities 	<ul style="list-style-type: none"> • Water & Sanitation • Fencing of Fields • Housing
Ward 14	<ul style="list-style-type: none"> • Electricity (infills) • Access Roads • Economic & Social Facilities 	<ul style="list-style-type: none"> • Water
Ward 15	<ul style="list-style-type: none"> • Access Roads • Electricity • Social Facilities 	<ul style="list-style-type: none"> • Water & San • Housing • Fencing of fields
Ward 16	<ul style="list-style-type: none"> • Access Roads • Social Facilities 	<ul style="list-style-type: none"> • Water • Housing • Fencing of fields
Ward 17	<ul style="list-style-type: none"> • Access roads • Social Facilities • Electricity 	<ul style="list-style-type: none"> • Water & sanitation • Housing • School

9.5.1 Access to Health Facilities

The Charles Johnson Memorial Hospital, situated at Nquthu, is the only hospital within the Municipal area and is centrally located and relatively accessible to the majority of the population. Other hospitals within the reach of the general population are located in Dundee, Tugela Ferry and Greytown. Due to a reasonable range of health services in the area, the development of an integrated primary health care programme should be considered, which should focus on utilizing existing facilities to their maximum.

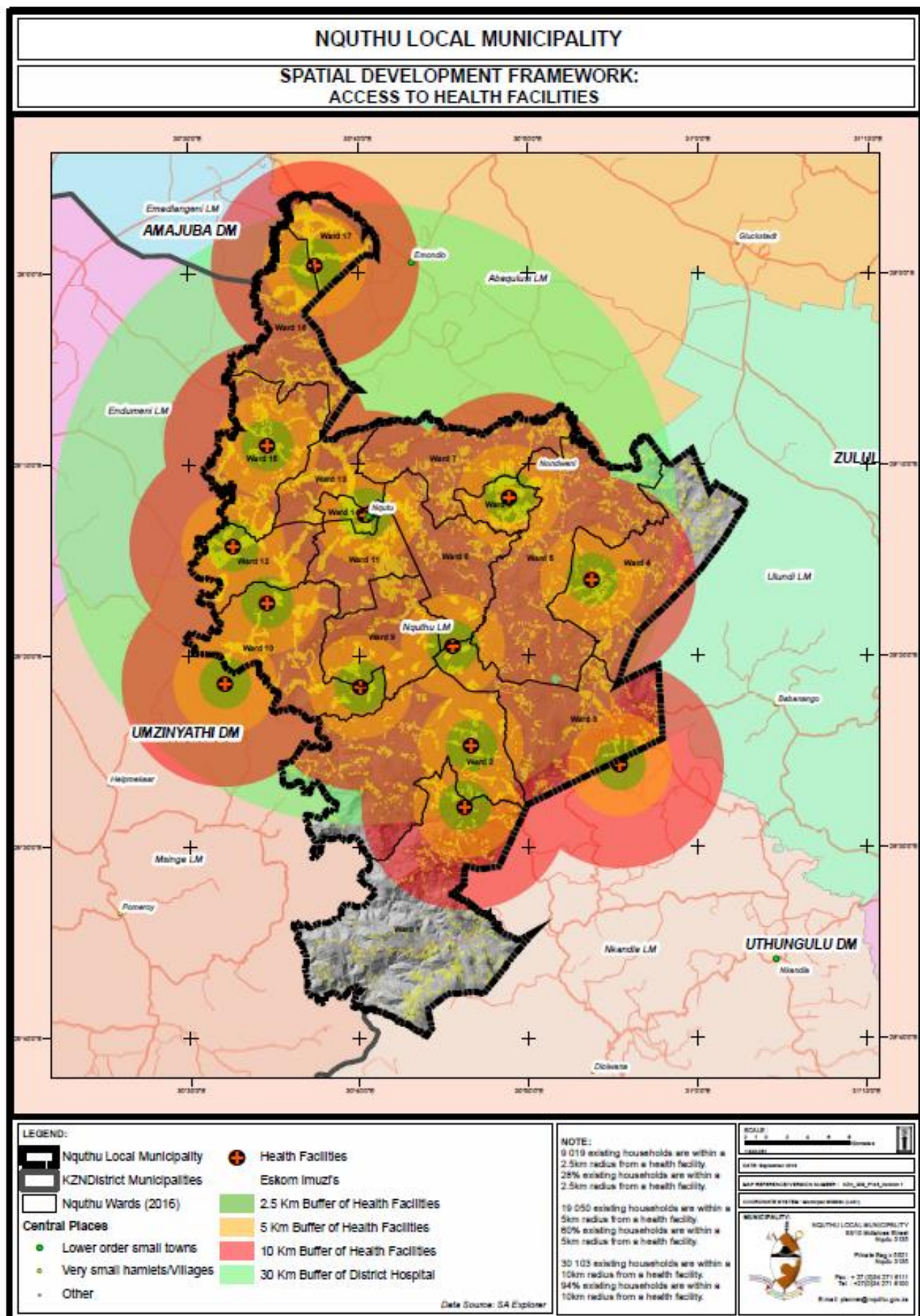
Due to one hospital in the area, the total service is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community. Nquthu area has 15 fixed clinics which are operating on the daily basis within the area. In addition there are 87 mobile points which runs within 17 wards of Nquthu Area.

The existing clinics are in optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are fairly evenly spread throughout the municipality along main access routes, and provide largely equal access and level of service to the municipality.

Parts of Ward 4 & 6 where a high concentration of people can be observed through the dense settlement pattern at this locality, does not have access to a clinic within these prescribed standards. This might be attributed to good transport and/or close locality to Nquthu Hospital. Mobile clinics are also under staffed and struggle to meet in the demands of the communities.

Map 17: Access to health facilities





Source: Nquthu SDF 2017

9.5.2 Education

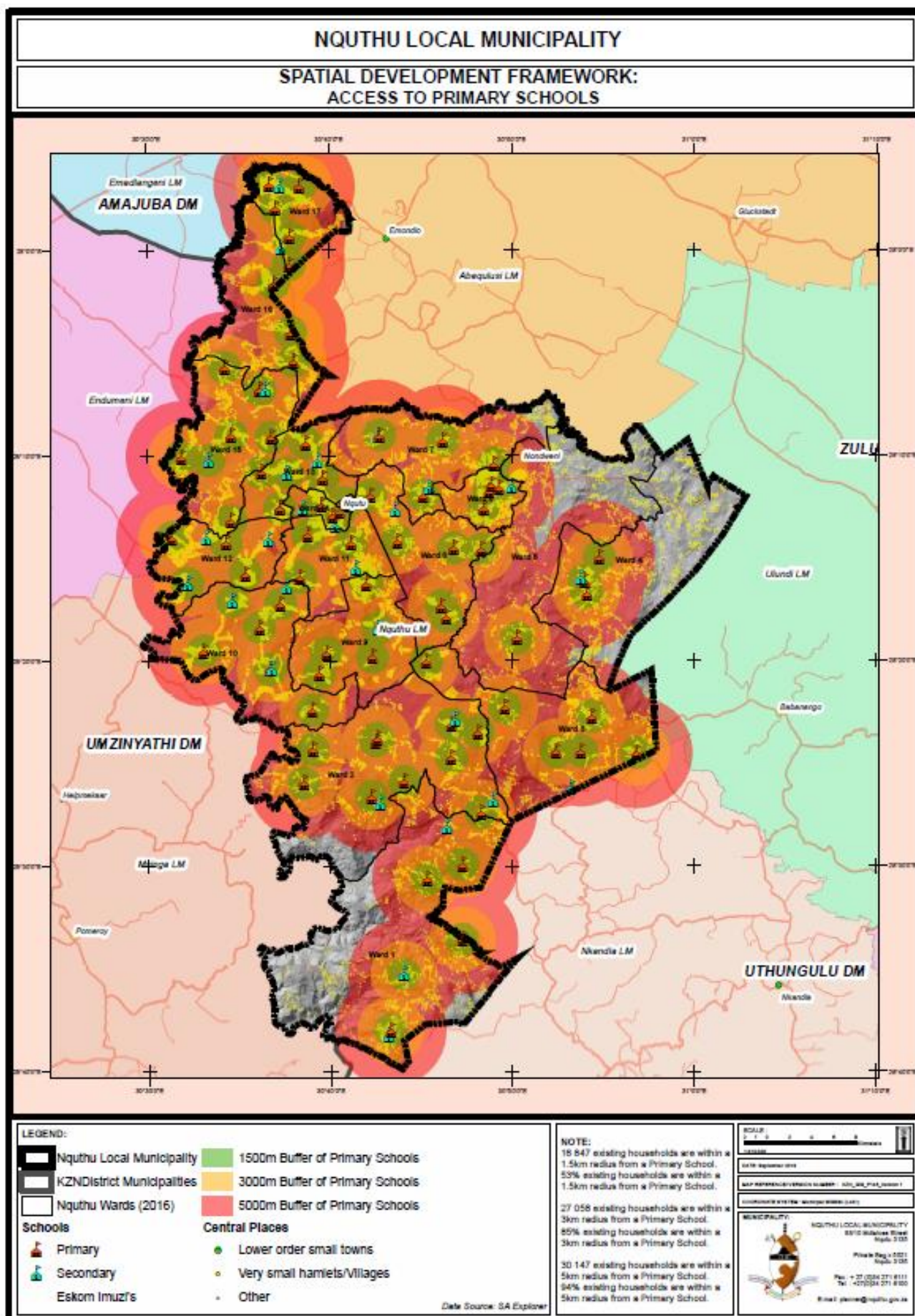
Nquthu is served by primary, combined and secondary education facilities. Nquthu has 107 Primary Schools, 44 Secondary Schools and 5 combined school. These schools provide educational services within the area of jurisdiction. Only small parts of Ward 1 do not conform to the 5 km service radius of facilities. The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community. Nquthu is fairly well serviced with high schools, with a few selected areas not serviced, especially in the southern areas in at ward 1. Despite of this non-conformance to the standards, the municipality is better served.

9.5.3 Safety and Security

Nquthu LM is serviced by police stations within Nquthu Town itself, as well as within Nondweni. The municipal area also falls within the service range of four other police stations. Although the impression exist that Wards 1 & 2 is serviced by the Pomeroy and Elandsdraal Police Stations, there is no bridge crossing the river which allow access to these wards. It is therefore necessary to either provide an additional police station, or provide access and road infrastructure between the municipalities. When considering the service range of a police station, selected areas on the western and south eastern border of the municipality is not serviced.

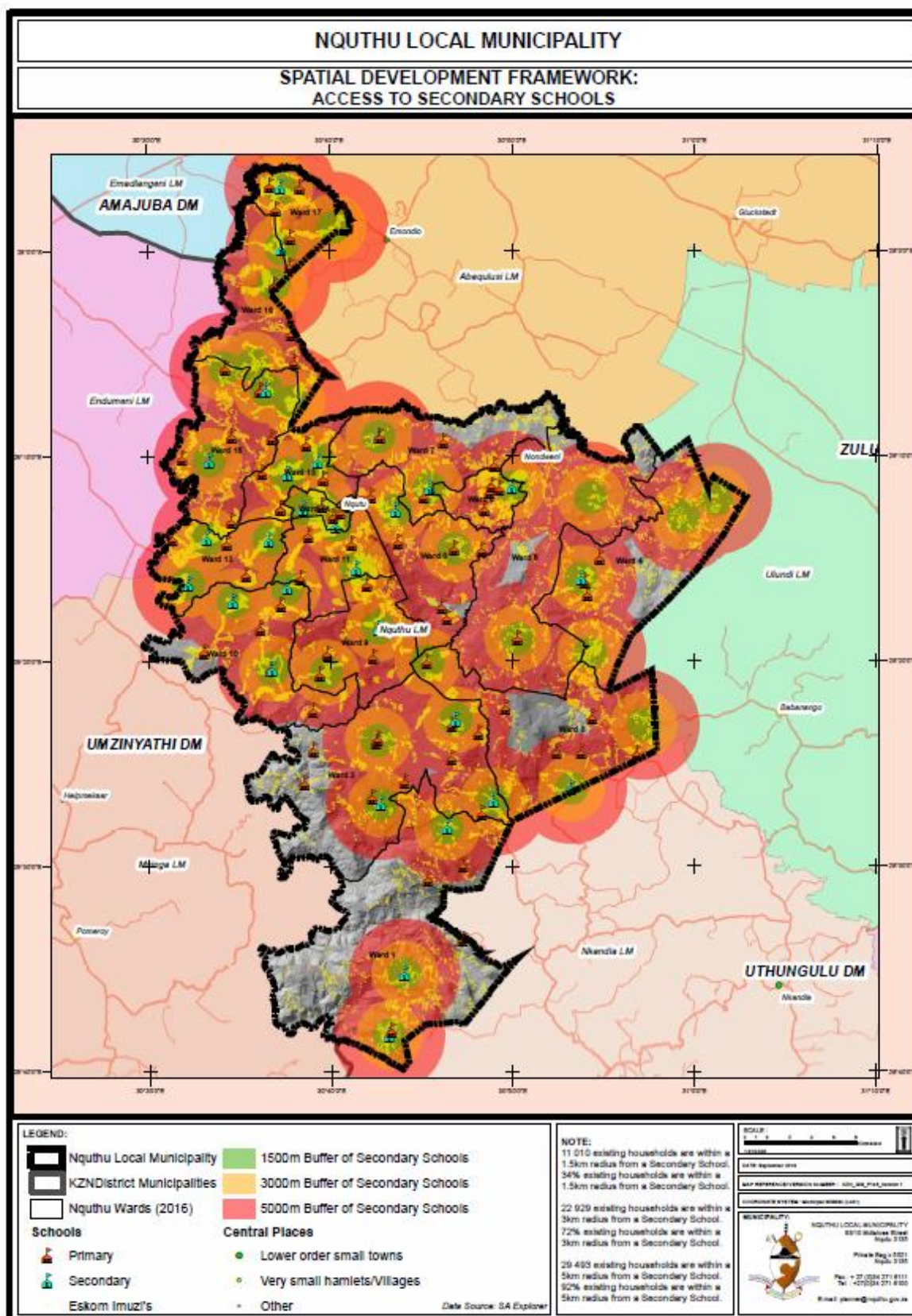
When looking at the threshold population, the municipality needs 7 additional police stations to serve the community properly. Nquthu area also has Community Policing Forums which work in hand with SAPS to fight against crime and protect those who cannot stand for themselves. CPF assist in alleviating the rate of crime in the area even though other residents attack them but they still play a major role within the community.

Map 18 : Access Primary School



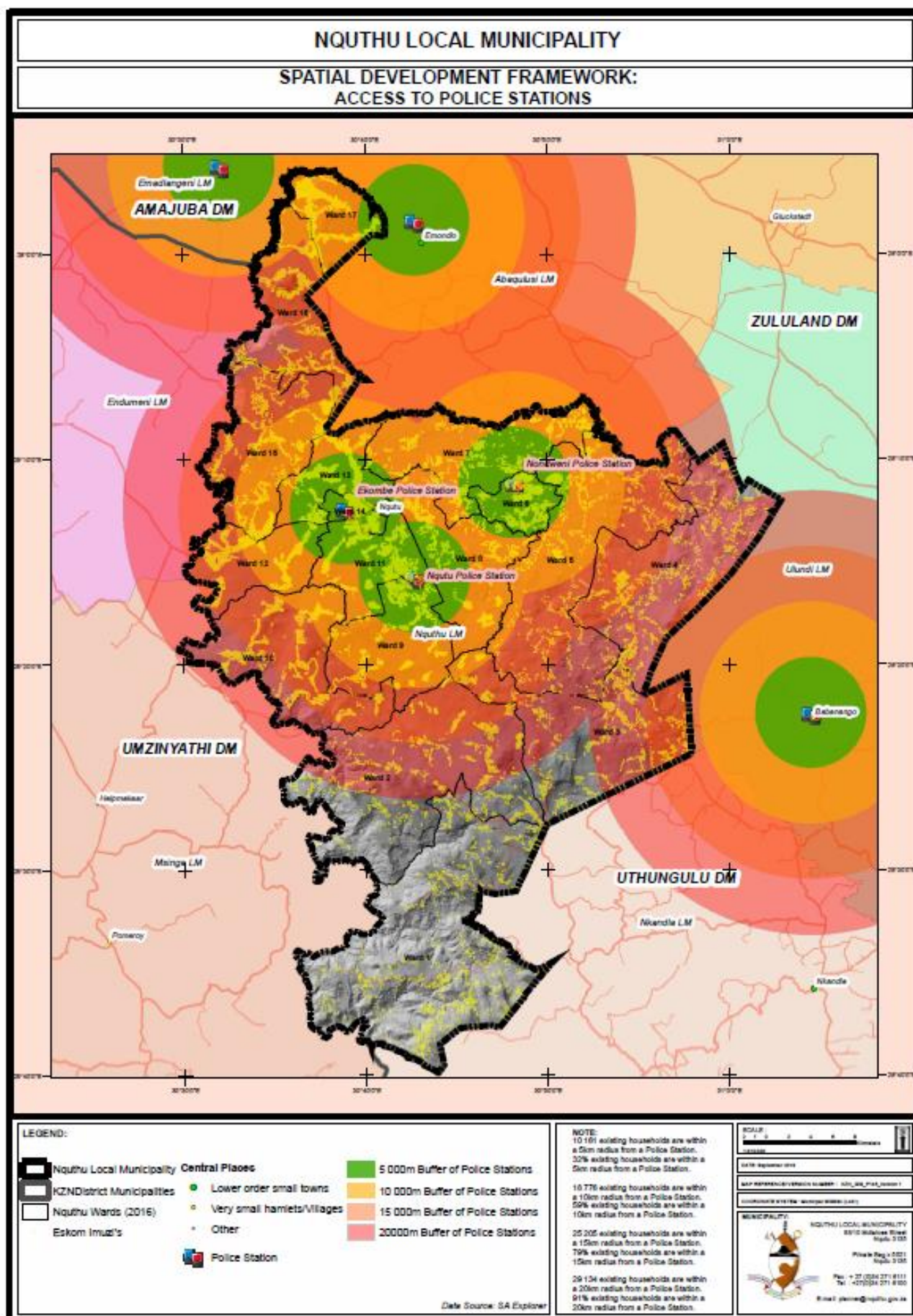
Source: Nquthu SDF 2017

Map 19: Access to Secondary Schools



Source: Nguthu SDF 2017

Map 20: Access to Police stations



Source: Nquthu SDF 2017

9.6 NATIONAL BUILDING AND SOCIAL COHESION

Battle of Esandlwana is commemorated every year in Nquthu. This is a national event that draws participants from all walks of life including visitors from England.

10.SOCIAL DEVELOPMENT

10.1 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

10.1 YOUTH DEVELOPMENT

The municipality has established youth unit which has got staff compliment of two incumbents:

- The youth manager position who is supposed to be responsibility for the overall management of the unit is vacant
- Outreach officer who is responsible for youth projects in the community
- Youth Co-ordinator who is responsible for educational issues and career guidance to young people

The municipality has also established youth council which plays a governing role on youth issues, there are other socio economic youth programmes which are facilitated in different units within the municipality.

The Nquthu Municipality has 17 wards; the municipality has supported the needy young people with school uniforms. In all wards, one (1) school was identified and ten learners (5 girls and 5 boys) per school had benefited in this programme. In overall 22 schools have been assisted in the Nquthu Municipality jurisdiction.

The municipality has a programme of bursary scheme; through this agenda 122 students were assisted with registration fee and 9 of them with a full bursary up to the value of R30 000 per learner to different higher education institutions.

On the 9th of March 2017 the Department of Education hosted a Career Expo within Umzinyathi jurisdiction. This programme was targeting the born free candidates. In partnership with Department of Education; Umzinyathi District family executed a Career Exhibition and all high schools within Nquthu were invited and attended.

10.2 Development of People with Disabilities

Nquthu Municipality takes an initiative in accommodating and supporting people with disability. A number of activities are conducted within the area. The municipality ensures descent employment through inclusive growth (Employment - 2%). Facilitate collaboration between Government and the Disability Sector to enhance service delivery. Nquthu Municipality also supports the disability sport with equipment that is needed to interact in the disability games within the area and at the District level. Nquthu Municipality has funded disability project. Siyaphambili disabled Organisation has been trained on sign language.

10.3 Development of the Elderly

The development of the elderly is taken into account at Nquthu. The municipality is organizing Golden Games for Senior Citizens in each year, this develop the involvement of Senior Citizens. During the festive season the municipality organizes the Christmas gift day for the elders. All this is conduct in terms of Older Act (Act No.13, 2006)

10.4 DEVELOPMENT OF WOMEN

The structure of women development has been launched and it meets on the quarterly basis. Nquthu Municipality has supported the women development in funding their projects such as sewing and poultry. This will be complaint with WEGE BILL (Women's Empowerment and Gender Equality) and CEDAW (Convention on the Elimination of All Forms of Abuse Against Women).

10.5 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS

HIV/Aids Strategic Plan is in place. Wards Aids Committee (WAC) has been established in all wards and the Local Aids Committee (LAC) meets quarterly. To date the LAC has not met due to the fact that the municipality have no council structure in place. LAC has conducted campaign on adherence to HIV / Aids treatment. The support groups are in all wards of the area through Ward Aids Committee. The community awareness's are conducted to fight against crime

Sub Dis	Indicator Name	Indicator Type	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Grand Total
Nquthu LM	HIV prevalence among clients tested (excluding antenatal)	%	6.3	5.5	6.1	5.4	5.8	4.2	5.1	4.5	5.3
	HIV prevalence amongst client tested 15-49 years rate	%	6.9	5.1	6.2	5.0	6.4	4.7	6.5	5.1	5.8

In Umzinyathi District Municipality, the HIV/AIDS infection rate for 2005 was 23% (Monitor Group, 2006) which is lower than the national average of 27.9% and significantly lower than the 37.5% average for the province of Kwa-Zulu Natal. The province has the highest HIV prevalence rate in South Africa. According to KZN Department of Health, April-November 2015 data on HIV/AIDS prevalence Nquthu Local Municipality has HIV prevalence of 5.8 % which is relatively high than the other local municipalities.

10.6 EARLY CHILDHOOD DEVELOPMENT

The Municipality provides a range of services to children through the implementation of the Children Act which came into operation on 01 April 2010. Nquthu Municipality is one of the municipalities that entered the City to City Programme with Bornem Municipality.

Through this programme this two Municipalities have to exchanging youth ideas and experiences, Adopt good Youth practices and different skills which will help young people in both Municipalities and Nquthu Municipality received a grant funding from Bornem Municipality of Belgium.

This funding is used on youth development activities as well as learn and play programme. In each ward two venues has been identified as learn and play

venues and 34 volunteers has been appointed to assist in learn and play across Nquthu area.

The volunteers get their stipend every month since July 2014. The Municipality select four crèches per year using the poor of the poorest as the basis for selection and provide the selected crèches with chairs, tables, sponges, toys and carpets. This varies with the needs of the selected crèches.

10.11 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Youth Policy Staff capacity (youth department) Men's Forum Disability Forum Senior Citizen's Support Group Sport Council 	<ul style="list-style-type: none"> Budget Constraints Children's Forum
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Development of youth within the area 	

11.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality has Technical Service unit which amongst other things dedicated to execute capital projects. This department is run by the qualified and experienced personnel with engineering background with staff complement of 66 incumbents. Usually the municipality appoint professional service provider to manage the implementation of capital project; and the municipality plays a monitoring role in the whole process. The municipality has equipment that are deployed to all wards of the municipality in order to service the communities sufficiently.

11.1.1 INDIGENT SUPPORT

All the residents who have electricity get 50kWh free basic electricity per month (for Eskom customers and our customers), also our electricity tariffs are poor sensitive in line with Inclining Block tariff model (IBT) we further increased our rebates on the rates that the first R 100 000 on the property value is not charged property rates on all residential properties. The municipality has an Indigent Register and Indigent Policy in place and the register is updated annually. The maximum earning to qualify for indigent is R 3 200 per month.

There are further rebates that are given to the child-headed households as well as the pensioners. There are areas where there is no electricity and it is not foreseen that there can be any electrification on the near future. The municipality has introduced alternative energy in the form of solar panels as the interim measure.

11.1.2 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The main sources of income are property rates, electricity sales and refuse removal charges. The municipality has Revenue Enhancement Strategy in place which is the critical base of revenue generation for the municipality to sustain its income.

The municipality has further developed a strategy that will deal with the protection of the already existing revenue sources.

11.1.3 MUNICIPAL CONSUMER DEBT POSITION

The debt collection rate is very low since the municipality is located in the very poor node (Presidential Node), but to compound the matters further is that the indigent customers are not coming forward to be registered in the database so that they can benefit from the indigent policy as such we continue to bill them

for amounts they probably won't be able to pay but we have no other option as they are not in the database.

11.1.4 Grants and Subsidies

The municipality is still reliant a lot on the grants to provide services to the community, with the Equitable Share being the highest and MIG for the infrastructure.

11.1.5 Municipal Infrastructure Assets and Maintenance

Nquthu Municipality under Technical Department have the following plants: (2) TLB used for digging borrow pits and leveling, (2) Graders used for road leveling in all municipal Wards, (2) Tipper trucks used for loading borrow pits and deliver, (1) Roller used for stamping, (2) Refuse Truck used for collecting refuse in ward 14 (being the CBD, suburb and township) and Nondweni township from Monday to Sunday, (1) Small Tractor used for cutting grass in all wards. Maintenance for all the above plant is budgeted. Pedestrian roller to be used when repairing potholes. We have also acquired the lowbed truck to assist in transporting the plant across the municipal areas, as well as the excavator.

11.2 CURRENT AND PLANNED BORROWINGS

Nquthu Municipality does not have any loan currently. No future borrowings are anticipated in the short term. The municipality does not have the overdraft.

11.2.1 EMPLOYEE RELATED COSTS

The cost is around 24 % of the operational budget which is within norms.

11.2.2 MUNICIPALITY'S CREDIT RATING

The Nquthu Municipality does not have the credit ratings but the AG opinion for the past three years is as follows:

Year	2013/2014	2014/2015	2015/2016
Opinion	Financially	Clean Audit	Financially

	Unqualified with other matters		Unqualified with other matters
--	--------------------------------	--	--------------------------------

It has been confirmed that the municipality is a going concern.

From the audit report there is only one audit query that relates to the compliance with legislation, the A-G commented on the high electricity losses which the Technical services has submitted the report to deal with. There is an action plan to address the audit issues, this action plan is monitored by the Audit Committee as well as the Internal Audit.

11.2.3 Financial Viability and Management: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Unqualified audit opinion • Grants and reserves are cash backed • GRAP compliant • MPRA fully implemented • Policies are in place and implemented • Staff meet minimum competence 	<ul style="list-style-type: none"> • High rate staff turnover • Funding of none sustainable projects • Grant dependency • Low collection rate
• OPPORTUNITIES	• THREATS
<ul style="list-style-type: none"> • Generation of revenue base 	<ul style="list-style-type: none"> • High indigent register • AO: consequences of noncompliance with legislation • Non-payment of debts • Electricity losses

12. AUDITOR GENERAL ACTION PLAN 2016/17

Number	Audit query	Action plan	Responsible person	Completion Date	Status at reporting date
1.	Material electricity losses	1. Implement recommendations of service provider appointed to do meter audit	DTS/CFO	31 May 2017	

		<ol style="list-style-type: none"> 2. Train staff on meter reading – and monitoring of meter reading 3. Renew old infrastructure 4. Do planned/scheduled maintenance 5. Investigation of the smart meter solution for implementation 6. Review effectiveness of debt collection and credit control policy 7. Submit to the MANCO proof that this has been done 			
2.	Refuse removal basic service delivery not included on the service delivery budget implementation plan (SDBIP) 2015/16	<ol style="list-style-type: none"> 1. Review the SDBIP 2016/17 to confirm that the refuse removal performance indicators and targets are included and ensure that any amendment to the approved SDBIP is approved by the council 	MM/DTS/IDP Manager	31 March 2017	

13.1 Good Governance

This Key Performance Area focuses mainly on accountability to the communities on developmental issues and also introducing systems, procedures and processes to allow maximum participation.

Constant interaction of the Municipality with other spheres of government is required since municipalities depend on financial and institutional support and petition on rate levies from these tiers of government and community and also hold izimbizo to communicate the programmes to be undertaken by the Municipality to the respective communities.

13.2 National, Provincial Programmes Rolled Out at Nquthu Municipality

13.2.1 Community Participation

Community participation focuses primarily on encourages the community and its organizations to be involved in the matters of government with all its departments. It is the key instrument for the municipality and other government departments to disseminate information to the community and get concerns and recommendations from the community hence after the enshrinement in the Constitution of the Republic of South Africa Act, No. 108 of 1996 in terms of section 152, it was subsequently reinforced by the White Paper on Local Government, which states that building local democracy is a central role of local government, and municipalities should develop strategies and mechanisms to continuously engage with citizens, business and community groups.

This project entail the communication of the community on concerns that they have, request that they wish to put forward to government departments including the municipality as well as the progress report of the municipality and all government departments as well as the proposed future developments that are going to affect the community at large.

In the Nquthu Municipality these concerns, comments and recommendations are communicated in four different ways.

These are through:-

- The ward councillor who calls a ward committee and community meeting in his/her ward, and
- Community Development Workers who work with all government departments disseminating information to and from the community on government projects.

The municipality takes government to the people where all government departments and the municipality take to the community with the feedback on the proposed projects that were initiated by the community as well as take concerns, comments and recommendations from the community and also give a status quo report on the projects that are on the pipeline and future ones.

The fourth mechanism of getting the community and all community structures informed about the government projects is by the forum called the IDP Forum. That is where the municipality wants to draw and shape the Financial Year picture of the municipality. It though cannot do this alone without the other governments departments feeding into the picture by letting the municipality know how far in terms of their budget with regards to the community projects of any kind in order to avoid duplication of any kind. These projects may range from schools, community halls, community gardens, crime, clinics, child foster care grants, birth certificates, etc.

In Nquthu Municipality, the Community Based Planning (CBP) is conducted in each ward so as to acquire the detail information concerning the needs of the community at a ward level. The CBP report is then consolidated to the Integrated Development Plan for the purpose of adoption by Council where the council commits itself that they are responsible for the development and delivery of service to the community.

13.2.2 Taking government to the people

The community is invited by ward councilors assisted by the ward committee members; the Izinduna's which are also the representatives in the ward committees and the CDW's in spreading the word. The members of the community are given a slot to ask question with regards to the projects, comment, constructively criticize and recommend or suggest alternative measures in order for everyone to know that their word counts and is recognized.

It is important to ask the community of what possible remedies or suggestions do they have in order for the project to be easily implementable because at times the project may be at the bottleneck because of lack of good communication and consultation with the community.

13.3 National and Provincial Programmes rolled-out at Municipal Level:

13.3.1 Operation SukumaSakhe

The entire programme of government needs partnership with the community to work together to rebuild the fabric of our society and rebuild our nation. Let us

stand up and build. Operation Sukuma Sakhe was launched in 2009 by Premier which used the War on Poverty approach, focusing on three components:

- Food Security
- Fighting diseases such as TB, HIV and AIDS and Poverty
- Empowerment of Women and Youth driving an aggressive behaviour change against social ills.

There are 17 Ward War rooms across Nquthu jurisdiction. Ward Councilors are the Champions in their respective wards, Municipal Level Champion- Mayor.

In terms of youth development, Operation Sukuma Sakhe is used in engaging with different stakeholders to formulate collective programmes in order to prevent repetition of programmes and projects for service delivery purpose.

Operation Sukuma Sakhe (OSS) is a flagship project of the Premier's Office for KwaZulu-Natal (KZN). The aim of this programme is to address issues such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB through a multi-sectoral approach that involves all government departments at various levels.

Sukuma Sakhe is a Zulu phrase which means **“let us stand up and build”** and is taken from the Prophet Nehemiah 2:18, where he yearns to rebuild a city that has been destroyed.

Operation Sukuma Sakhe then is a call for the people of KZN to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & STI and TB. Operation Sukuma Sakhe aims to rebuild the fabric society by promoting human values, fighting poverty, crime, diseases, deprivation and socials, ensuring moral regeneration and by working together through effective partnerships.

Partnership with civil society, development partners, communities and government departments must work together to provide a comprehensive integrated service package to communities. Through Operation Sukuma Sakhe, the Nquthu Municipality with sector departments succeeded to assist a random family during the 67minutes of Mandela Day. The following is the summary of the progress made:

The OSS Task Team spent its 67 minutes by clean-up campaign in Nquthu town as per Presidential message in the State of the Nation Address. Operation Sukuma Sakhe cut across the Integrated Development Plan, where it addresses the issues that are not well taken into account by the respective departments in the area. This structure assists in linking different stakeholders to play their role in taking initiative within the community. Operation Sukuma Sakhe is well addressed in

Nquthu as each ward has its own war room where the community matters are discussed. This war rooms are headed by the Ward Councilors who are the champions in their wards.

13.3.2 BACK TO BASIC

5 Pillars of Back To Basics Implementation

Pillar 1 – Putting People First and Engaging with Communities

Pillar 2 – Delivering Basic Services

Pillar 3 – Good Governance a

Pillar 4 – Sound Financial Management

Pillar 5 – Building Capabilities

The Nquthu Local municipality is reporting on monthly basis to National Cooperative Governance and Traditional Affairs regarding back to basics. The municipality reports on a quarterly basis to the Provincial Cooperative Governance and Traditional Affairs. The feedback received on submissions for quarter 1 and 2 have assisted the municipality in improving on service delivery and identifying shortfalls.

13.3.3 Intergovernmental Relations

Intergovernmental relations mean the relationship between the three spheres of government. The South African Constitution states that; the three spheres of government are distinctive, interdependent and interrelated. The provincial and local governments are spheres of government in their own right and are not a function or administrative implementing arm of national or provincial government.

13.4 MUNICIPAL STRUCTURES

Nquthu Municipality has different existing structures which are functional in their roles as per their responsibilities. The following are the municipal structures.

13.4.1 Councillors and EXCO

The municipality has a total number of 33 constitutionally elected councilors representing their respective political parties in the municipal governance. The councilor's categories according to their political affiliations are as follows:

- ANC – 11;
- DA- 1
- IFP – 19;

- NFP – 1
- EFF - 1

The Executive Committee (EXCO) is made up of six councilors including the Mayor, Deputy Mayor, Speaker (ex-officio), and three other EXCO members. Most of the EXCO members preside over specific Portfolio Committees, which ensures necessary strategic direction and active participation by all municipal councilors.

13.4.2 Portfolio Committees

Nquthu Municipality has portfolio committees which are established according to the respective department that exist within the municipality. The portfolio committee structure is per Section 80 of Municipal Structures Act. The portfolio committees assist executive and discuss matters related to each department before they are taken to Executive Committee.

The municipality has properly constituted all necessary portfolio committees. These committees are functional and are actively involved in monitoring and evaluating progress of projects. All projects that are undertaken in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase / level. In this way, the political structure is well informed on what is happening on project implementation.

With the newly elected Council the municipality is in the process of forming the following committees which will be fully functional:

- Planning, LED and Housing Portfolio Committee
- Finance Portfolio Committee
- Corporate and community Portfolio committee
- Technical Portfolio Committee

13.4.3 Ward Committees

- Create formal unbiased communication channels and co-operative partnerships between the municipality and the community within a ward;

- Ensure contact between the Municipality and the community through the use of, and payment of services;
- Create harmonious relationships between residents of a ward, the ward councillor, and geographic community and the municipality;
- Facilitate public participation in the process of development, review and implementation management of the IDP of the municipality;
- Act as advisory body on council policies and matters affecting communities in the ward;
- Serve in officially recognised and specialized participatory structures in the municipality;
- To assist Council through the ward councillor to facilitate council programmes and to make recommendations on matters affecting the ward to the ward councillor and to council;
- Serve as a mobilizing agent for community action and assist the ward councillor to facilitate council programmes;
- Monitor development, and advise the ward councillor and the municipality on the implementation process forward-based projects and discretionary funds;
- Currently the municipality does not have the ward committees in place as the new council structure has been elected on the 06th of June 2017. Due to that fact the new ward committees will be elected within the next 3 months.

13.4.4 Municipal Public Accounts Committee

The function of the MPAC is to detect and prevent abuse, arbitrary behavior or illegal and unconstitutional conduct on the part of the municipality, hold the municipality to account in respect of how ratepayers money is used and thus to improve efficiency, economy and effectiveness, ensure that policies/projects and approved by the Council are actually delivered and also improve transparency in municipal operations and enhance public trust.

There were no meetings to date from the 3rd of August 2016 which took place due to the fact that the municipality did not have a Council Structure. During that period the municipality had an Administrator who was appointed by the National Council of Provinces as per section 139(1)(c) of the Constitution. The Administrator was appointed to undertake and implement all governance systems and procedures including oversight over the administration.

By elections were held on the 24th of May 2017 to elect office bearers of Nquthu Local Municipality, further to that the Council for the 2017/22 electoral period was inaugurated on the 6th of June 2017. The Chairperson and

members of the MPAC are still in the process of being elected and the section will be updated accordingly once this is done.

13.4.5 Audit Committee

The Audit Committee has appointed and all municipal matters have started to be tabled to this committee before they are sent to Council. This assists the municipality to be able to foresee issues in hand before major challenges are experienced. Audit Committee sits quarterly and to date all planned meetings has been executed accordingly. This Audit Committee is guided by Section 166 of the MFMA legislation.

13.4.6 Internal Audit

The municipal has a co-sourced and functional internal audit unit and the unit reports administratively to the Municipal Manager and functionally to the Audit Committee.

13.4.7 MUNICIPAL BID COMMITTEES

The municipality have functional bid- Committees in place which include Bid-Specification, Bid-evaluation and Bid-Adjudication Committee. The municipality's Bid Committee is in place and functional. All tenders go through evaluation under the watchful eye of the bid committee. The committee comprises of technocrats with independent minds and relevant skills.

Their membership is structured as follows:

Committee	Membership
Bid Specification	SCM personnel , end user and other members
Bid evaluation	SCM Manager and other members
Bid-Adjudication	SCM Manager and S56/54 Managers

13.5 STATUS OF MUNICIPAL POLICIES

Nquthu Municipality has a number of policies in place which were adopted by the Council. These policies needs enforcement as they are reviewed but not well executed. The following policies are effective in Nquthu:

<u>Policies</u>	<u>Review Date</u>	<u>Comments</u>
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1. Exit policy and procedure in the workplace	31 May 2017	Effective
2. Supply Chain Management Policy	31 May 2017	Effective
3. Policy on payment and travel subsistence allowance	31 May 2017	Effective
4. Promotion of access to information	31 May 2017	Effective
5. Procedure on recruitment, selection, placement, probation, promotion, transfer and demotion of staff.	31 May 2017	Effective
6. Fixed asset management	31 May 2017	Effective
7. Fleet management Policy	31 May 2017	Effective
8. Records management Policy	31 May 2017	Effective
9. Remuneration management policy	31 May 2017	Effective
10.Credit control and debt collection policy	31 May 2017	Effective
11.Training and development policy (Incorporating ABET and recognition of prio learning process)	31 May 2017	Effective
12.Banking and investment Policy	31 May 2017	Effective
13.Job evaluation policy	31 May 2017	Effective
14.HIV and AIDS in the workplace policy	31 May 2017	Effective
15.Acceptable use of e-mails, internet and other computer resources in the workplace policy.	31 May 2017	Effective
16.Employee assistance and wellness program	31 May 2017	Effective

17. Policy and procedure on sexual harassment and intimidation	31 May 2017	Effective
18. Communication policy	31 May 2017	Effective
19. Internal staff leave management	31 May 2017	Effective
20. Security and access control	31 May 2017	Effective
21. Tariffs policy	31 May 2017	Effective
22. Smoking in the workplace	31 May 2017	Effective
23. Staff payroll deductions	31 May 2017	Effective
24. Overtime and standby services	31 May 2017	Effective
25. Funeral and burial policy	31 May 2017	Effective
26. Keeping of animals	31 May 2017	Effective
27. Credit control and debt collection- by laws	31 May 2017	Effective
28. Cemetery and crematoria	31 May 2017	Effective
29. Enterprise risk Management Framework	31 May 2017	Effective
30. Anti-fraud and corruption strategy	31 May 2017	Effective
31. Bad debt policy	31 May 2017	Effective
32. Funding and reserve policy	31 May 2017	Effective
33. Virement policy	31 May 2017	Effective
34. Debt collection and credit control policy	31 May 2017	Effective

35. Banking cash management and investment policy	31 May 2017	Effective
36. Borrowing policy	31 May 2017	Effective
37. Property rates policy	31 May 2017	Effective
38. Financial Planning policy	31 May 2017	Effective
39. Budget policy	31 May 2017	Effective
40. Language policy	31 May 2017	Effective
41. Employment equity and procedure	31 May 2017	Effective
42. Activity monitoring policy and procedure	31 May 2017	Effective
43. Antivirus, firewall and patch management control policy	31 May 2017	Effective
44. Asset disposal policy	31 May 2017	Effective
45. Asset disposal procedure	31 May 2017	Effective
46. Backup and restore policy	31 May 2017	Effective
47. Corporate governance of information and communication technology policy	31 May 2017	Effective
48. Information communication and technology change management procedure	31 May 2017	Effective
49. End user security policy	31 May 2017	Effective
50. Governance of information and communication technology framework	31 May 2017	Effective
51. Help desk and incident management policy	31 May 2017	Effective

52.Information communication and technology charter	31 May 2017	Effective
53.IT Disaster recovery Plan	31 May 2017	Effective
54.IT Project management policy	31 May 2017	Effective
55.IT security policy	31 May 2017	Effective
56.Performance and capacity management policy	31 May 2017	Effective
57.Information communication and technology physical and environmental security policy.	31 May 2017	Effective
58.Unix security standard	31 May 2017	Effective
59.Information communication and technology user account management policy	31 May 2017	Effective
60.User account management procedures	31 May 2017	Effective
61.Windows server security standards	31 May 2017	Effective

13.5.1 MUNICIPAL RISK MANAGEMENT

The Accounting Officer of the municipality is responsible for financial administration of the municipality and must for this purpose take all reasonable steps to ensure the municipality maintains effective, efficient & transparent systems of financial and risk management and internal control.

Nquthu Municipality operates under the Enterprise Risk Management Framework (ERM) which specifically addresses the structures, processes and standards implemented to manage risks on an enterprise-wide basis in a consistent manner.

Nquthu Municipality lastly reviewed its Risk Management Policy which on the 28th March 2013 and it was adopted by the Council. Risk Committee was been established by Nquthu Municipality to assist the Municipal Manager in

discharging his accountability for risk management by reviewing the effectiveness of the municipality's risk management systems, practices and procedures, and providing recommendations for improvement. The committee has 8 members who are middle managers from different departments (Finance, Technical, Community and Corporate services) and full time employees of the municipality.

Annually the municipality conducts different risk assessments which include fraud , IT and operational risk assessments. These risk assessments are monitored by action plans from the fraud risk register, and the operational and IT risk register.

The objectives of this committee are:

- Review the risk management policy and strategy and recommend for approval by the Municipal Manager and Council;
- Review the risk appetite and tolerance and recommend for approval by the Municipal Manager and Council;
- Review the municipality's risk identification and assessment methodologies to obtain reasonable assurance of the completeness and accuracy of the risk register;
- Evaluate the effectiveness of mitigating strategies to address the material risks of the municipality;
- Report to the Municipal Manager and Audit Committee any material changes to the risk profile of the municipality;
- Review the fraud prevention policy and recommend for approval by the Municipal Manager and Council;
- Evaluate the effectiveness of the implementation of the fraud prevention policy;
- Review any material findings and recommendations by assurance providers on the system of risk management and monitor that appropriate action is instituted to address the identified weaknesses;
- Develop goals, objectives and key performance indicators for the Committee for approval by the Municipal Manager;
- Develop goals, objectives and key performance indicators to measure the effectiveness of the risk management activity;
- Set out the nature, role, responsibility and authority of the risk management function within the municipality for approval by the Municipal Manager, and oversee the performance of the risk management function;
- Provide proper and timely reports to the Municipal Manager and Audit Committee on the state of risk management, together with aspects requiring improvement accompanied by the Committee's recommendations to address such issues.

13.5.2 Municipal Bylaws

Nquthu Municipality has a quantity of By-Laws which are in place; these By-Laws are adopted by the Council and they had been reviewed and operational. They are as follows:

By-law	Review Date	Comments
1. Municipal Public Transport-by laws	31 May 2017	Effective
2. Out-door advertisement – by laws	31 May 2017	Effective
3. Electricity supply- by laws	31 May 2017	Effective
4. Property encroachment – by laws	31 May 2017	Effective
5. Street trading- by-laws	31 May 2017	Effective
6. Standing rules of order- by-laws	31 May 2017	Effective
7. Tariff policy for indigent persons- by-laws	31 May 2017	Effective

13.6 PUBLIC PARTICIPATION ANALYSIS

Nquthu municipality often conducts public participation in order to involve the community in development programmes. This set as a part and parcel of transparency where the local sphere is the servant to the community. Community public participation is held in each ward through Community Based Planning so as to ensure that each individual has an input and objectives in all programmes. This also assists in transferring the quality information to the residents. In other instances the UMzinyathi District Municipality partners with Nquthu Local Municipality in executing the Public Participation where the IDP and Budget are engaged to the communities. Due to not having Council in place since the August 2016 elections, and the Provincial Government has put the Municipality under administration in terms of Section 139 (1) (c) in that the municipality does not fulfil an executive obligation in terms of the Constitution or legislation.

Therefore, the municipality could not undertake the IDP/Budget public engagements to obtain inputs and comments from the community on developmental issues which needed to be addressed as part of the Final 2017/18 IDP Review, but the advert for a period of 21 days was placed in the local newspaper, and both the IDP and Budget documents were placed at the reception of the local municipality, Nondweni and Nquthu Library for public comments.

ORGANISATIONAL ARRANGEMENTS

The following structures will guide the IDP Review Process of Nquthu Municipality:

- ✓ IDP Representative Forums

- ✓ IDP Steering Committees
- ✓ Technical Intergovernmental Relations Forum and
- ✓ Task teams

IDP Representative Forum

The IDP Representative Forum, formed as part of the IDP process in the previous years will continue to function throughout the IDP Review. To ensure wide representation community members are encouraged to participate in the process or send their representatives. To ensure meaningful contribution terms of reference may be reviewed and extended during the IDP process. It assists in the alignment of programmes and projects of different sector departments to avoid the duplication of programmes to be undertaken by sector departments and the municipality within the jurisdiction of the municipal area. The IDP Representative Forum composition is as follows:

Chaired by:

- The Executive Mayor or a member of the EXCO

Secretariat:

- IDP Steering Committee

Composition:

- Chairperson of the Development Planning sub-committee
- Traditional Leaders
- Ward Committee members
- Heads of Departments / Senior officials
- Stakeholder representatives of organised groups
- Advocates for unorganised groups
- Resource persons
- Government Sector Departments
- Religious leaders

IDP Steering Committee

The IDP Steering Committee, formed as part of the IDP process during the previous year will continue to function throughout the IDP review. The IDP Steering Committee comprise of:

- Municipal Manager
- IDP Manager
- Departmental Directors

This committee will monitor progress. Of critical importance is that it will be the structure that “puts it all together”. This is important because there are a number of sub-activities that form part of the IDP Review, each of which will require a specific focus.

IDP Task Teams

IDP task teams, formed as a combination of the IDP Steering Committee and Councillors will play a major role in the IDP process. It should, however, be noted that the way in which these structures relate to other structures of Council needs to be carefully considered to minimize unnecessary bureaucracy and delays.

Schedule of Meetings

All IDP steering committee meetings were not held due to the abnormal working situation that the municipality had as from the 03rd of August 2016.

The following is a schedule of meetings for the IDP Review Process.

Structure	Date	Time
IDP Steering Committee	17/11/2015	10h00 – 12h00
	09/02/2016	10h00 – 12h00
	12/04/2016	10h00 – 12h00
	20/05/2015	10h00 – 14h00
IDP Representative Forum		District IDP Forum
	17/11/2015	10h00 – 12h00
		District IDP Forum
	09/02/2016	10h00 -12h00
	12/04/2016	10h00 -12h00

13.7 ROLES AND RESPONSIBILITIES

As with the preparation of the IDP, in the review, the main roles and responsibilities allocated to each of the role players are set out in the following.

Role player	Roles and responsibilities
Municipal Council	As the ultimate political decision making body of the municipality, the council has to: consider, approve and

	adopt the Process Plan and the IDP Review.
Executive Committee	Delegate the overall management, co-ordination and monitoring of the process and drafting of the IDP to the Municipal Manager; and approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.
MANCO	<p>Consist of Heads of Departments to: provide technical/sector expertise</p> <p>Provide Departmental operational and capital budgetary information</p> <p>Ensure project proposals are compliant with legislation such Gender Equity, Employment Equity, BBEE and addressing HIV/AIDS</p>
Municipal Manager	Delegates duties to the IDP Manager and ensure that the IDP document is compiled and implemented as he/she is an Accounting Officer
IDP Manager	<p>Day to day management of the process</p> <p>Responding to comments from the public</p>
IDP Steering Committee	<p>Assist and support the Municipal Manager/IDP Manager and the Representative Forum.</p> <p>Monitor progress</p>
IDP Representative Forum/Task Teams	<p>Ensures wide representation of the community</p> <p>Representing interest and contributing knowledge and ideas.</p>
External Sector departments	Provide data and information especially with regard to projects, budget guidelines. Alignment of budgets with the IDP.
IDP alignment Committee	This committee is made of the District's IDP Manager, Disaster Manager, LED Manager, IDT Coordinator, DEAT Representative; IDP Managers from all Local Municipalities within the UMzinyathi District, key sector departments including DLGTA and DEAT. Located within the District, it will ensure the co-ordination and deal with strategic issues of the

	IDP planning process
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13.8 IDP AND BUDGET PROCESS PLAN PROGRAMME 2017/2018

ACTIONS	RESPONSIBLE	TARGET DATE
Review Performance agreements of section 57 and 56 managers.	HODs, Director Corporate services, IDP Manager & Municipal manager	31 July 2016
Submit to COGTA a draft Process Plan	HODs, IDP Manager & Municipal manager	31 July 2016
Submit the Annual Performance Report, annual financial statements	IDP Manager /CFO/internal Auditors	31 August 2016
Council adopts IDP, Budget and Process Plan	CFO, Director Development Planning and IDP Manager	September 2016
Review the Housing Sector Plan(Housing Chapter of the IDP)	Director Development Planning and IDP Manager	30 June 2017
Advertise the Process plan to the public	IDP Manager	October 2016
1 st quarter performance report submitted to council	HODs/IDP manager	October 2016
IDP Steering committee Meeting to discuss key issues, IDP status,	IDP Manager/CFO	27 October 2016

evaluating changed circumstances, MEC comments		
IDP Representative Forum inception meeting	MM/HOD/IDP Manager	17 November 2016
Districts' 1 st situational analysis	MM/LED/IDP Manager	November 2016
IDP Steering Committee meeting	MM/HOD/IDP Manager	02 February 2017
Midyear report S72 Submitted to Council & Provincial Treasury	IDP Manager/CFO	25 January 2017
IDP Representative Forum	Directors of Corporate, Technical & Planning & IDP Manager,	09 February 2016
IDP Steering Committee meeting	Head of Departments and IDP manager	15 March 2017
Districts 2nd IDP forum Presentation of the draft IDP for comments and receive municipal projects to sector departments and private sector	MM/HOD/IDP Manager	March 2017
IDP Representative Forum Review strategies/objectives. Alignment & integration of project lists, sector plans, finalizing implementation programmes and MTEF	Directors of corporate, technical & planning IDP Manager, LED officer	12 April 2017
Submit draft IDP	IDP Manager	March 2017

To the Districts' IDP Representative Forum		
Provincial stakeholders meeting	IDP Manager	February 2017
Public consultation of the IDP and Budget in terms of section 17 and 18 chapter 4 of MSA (2000) and section 22 of MFMA (2003)	Municipal Manager/ CFO/IDP Manager	April 2017
Approval of Budget and IDP to be advertised for 21 days in terms of MSA.	Council	May 2017
Adoption of IDP, SDBIP and Budget by council	Council	May 2017
Steering Committee meeting; to finalize programmes and projects. Develop the scorecards.	MM/IDP Manager	17 May 2017
Submit final IDP and Budget to COGTA within 10 days of adoption	CFO/IDP Manager	June/July 2017
Adopt Process plan 2018/19 & performance agreements for S54/56	CFO/IDP Manager	31 July 2017

13.4 Good Governance and Public Participation: SWOT Analysis

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • Council • EXCO • Portfolio Committees • MANCO • Audit Committee • MPAC • Representation of traditional authority • LLF • Internal Audit Committee • IGR committees • Ward Committees • Public Community Meetings • operation Sukuma Sakhe: ward war rooms • Men's forum • Disability forum • Senior citizen's forum • Support group • Sports council • Involvement of War Committees in setting KPIs • Communication Strategy 	<ul style="list-style-type: none"> • Children's Forum • Dysfunctional of ward committee • non-attendance of government departments on Operation Sukuma Sakhe • Public Participation • IGR Forum Sitzings
OPPORTUNITIES	THREATS

- Enforce monitoring and evaluation
- Proper reporting
- Community involvement and public participation

- non sitting of IGR Forum affect organization at large
- non enforcement of by-laws leading to dysfunctionality of the organization and lead to the loss of revenue and litigation
- Political Interference

14. KEY CHALLENGES

KEY PERFORMANCE AREA	CHALLENGES
Spatial Development	<ul style="list-style-type: none"> • Unplanned sprawling rural settlements which impacts negatively on cost-effective delivery of services. • Economic investment which is concentrated mainly in Nquthu town. • Lack of well-established structure for social and economic investment. • General lack of clear nodal clustering is contributing to inefficient spatial structure. • Lack of land use management system in the rural parts of Nquthu. • Settlements occurring in areas that are not suitable for settlement.
Municipal Transformation and organizational development	<ul style="list-style-type: none"> • Attracting experienced and qualified staff from race groups other than Africans. • Appointment of females and the disabled in senior management positions. • Ability to attract and retain skilled and experienced staff. • Lack of sufficient capacity to performance of some of the local government functions.
Service delivery and infrastructure	<ul style="list-style-type: none"> • Huge service backlogs (water and sanitation). • Poor quality of roads which renders some areas inaccessible. • Influencing service delivery programmes of the

KEY PERFORMANCE AREA	CHALLENGES
	<p>district and other government agencies.</p> <ul style="list-style-type: none"> • Lack of funds. • Scattered rural settlements which creates conditions for inefficient delivery of services. • Inadequate access to public facilities such as schools, clinics, etc. • Poor cell-phone network in remote parts of Nquthu.
Local economic and social development	<ul style="list-style-type: none"> • Massive poverty. • High unemployment rate. • High rate/level of functional illiteracy. • Lack of economic base. • Poorly developed agricultural land. • Lack of funds and equipment for agricultural production. • Inability to attract investment. • Isolation from major economic centres. • High rate of unemployment among the youth. •
Municipal financial viability and management	<ul style="list-style-type: none"> • Lack of rates base. • Dependence on grant funding. • Lack of state of the art systems and procedures for financial management. • Growing number of people in the indigent register. • Low credit rating. •

KEY PERFORMANCE AREA	CHALLENGES
Good governance and public participation	<ul style="list-style-type: none"> • Poor coordination of service delivery activities between the municipality and other service delivery agencies. • Capacity of ward committees. • Attendance of public and community meetings.

14.4.1 COMBINED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Disaster focal person in place ○ Active Community Structures ○ District Municipality Support ○ Policies & By Laws in place ○ Employment Equity Plan ○ Existing working equipment ○ Job Creation: EPWP, CWP, Food for Waste, EPIP ○ Green Energy on non-grip area ○ LED Unit in place ○ SMME Incubator feasibility study in place ○ Informal traders chamber in place ○ Unqualified audit opinion ○ Grants and reserves are cash backed ○ GRAP Compliant ○ Audit Committee ○ Council ○ EXCO ○ MPAC 	<ul style="list-style-type: none"> ○ Land degradation ○ Unreliable water resources ○ Soil Erosion ○ Scarce Resources ○ Land use management ○ Lack of access roads ○ HR Strategy ○ Resolution register ○ Low level of capital investment ○ Illegal electricity connection ○ Limited Infrastructure funding ○ Lack of capacity to coordinate LED programmes ○ Insufficient funding to support LED programmes ○ High rate staff turnover ○ Funding of none sustainable projects ○ Children's forum ○ Dysfunctional of ward committee ○ Public Participation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Development initiatives ○ Risk Reduction programme 	<ul style="list-style-type: none"> ○ Water pollution (due to pit latrine drainages into river)

<ul style="list-style-type: none"> ○ Institutional growth through employment ○ Water Catchment (dam) ○ Industrial and Investment development ○ Local training facilities ○ Agriculture ○ Tourism ○ Generation of Revenue base ○ Enforce monitoring and evaluation ○ Proper reporting 	<ul style="list-style-type: none"> ○ streams) ○ Uncontrolled development ○ Climate change ○ Politics intervention ○ Loss of critical skills (retention policy) ○ Low level of physical infrastructure ○ Community unrest due to failure to deliver on time ○ Business Chamber ○ Land productivity ○ Poverty ○ High Indigent ○ Non sitting of IGR Structures
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14.4.1 KEY CHALLENGES

KEY PERFORMANCE AREA	CHALLENGES
Spatial Development	<ul style="list-style-type: none"> • Unplanned sprawling rural settlements which impacts on negatively on cost-effective delivery of services. • Economic investment which is concentrated mainly in Nquthu town. • Lack of well-established structure for social and economic investment. • General lack of clear nodal clustering is contributing to inefficient spatial structure. • Lack of land use management system in the rural parts of Nquthu. • Settlements occurring in areas that are not suitable for settlement.
Municipal Transformation and organizational development	<ul style="list-style-type: none"> • Attracting experienced and qualified staff from race groups other than Africans. • Appointment of females and the disabled in senior management positions. • Ability to attract and retain skilled and experienced

KEY PERFORMANCE AREA	CHALLENGES
	<p>staff.</p> <ul style="list-style-type: none"> • Lack of sufficient capacity to performance of some of the local government functions.
Service delivery and infrastructure	<ul style="list-style-type: none"> • Huge service backlogs (water and sanitation). • Poor quality of roads which renders some areas inaccessible. • Influencing service delivery programmes of the district and other government agencies. • Lack of funds. • Scattered rural settlements which creates conditions for inefficient delivery of services. • Inadequate access to public facilities such as schools, clinics, etc. • Poor cell-phone network in remote parts of Nquthu.
Local economic and social development	<ul style="list-style-type: none"> • Massive poverty. • High unemployment rate. • High rate/level of functional illiteracy. • Lack of economic base. • Poorly developed agricultural land. • Lack of funds and equipment for agricultural production. • Inability to attract investment. • Isolation from major economic centres. • High rate of unemployment among the youth. •
Municipal financial viability and management	<ul style="list-style-type: none"> • Lack of rates base. • Dependence on grant funding. • Lack of state of the art systems and procedures for financial management. • Growing number of people in the indigent register. • Low credit rating. •
Good governance and public participation	<ul style="list-style-type: none"> • Poor coordination of service delivery activities between the municipality and other service delivery agencies. • Capacity of ward committees. • Attendance of public and community meetings.

14.1 MEC COMMENTS

The following are the comments that were received by the municipality after the assessment of the IDP. The municipality then compiled action plan that responds to the issues that needed attention.

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
1.	Municipal Transformation and Institutional Development	<p>The municipality is applauded for filling all critical posts. You indicated that there is an Human Resource strategy which is being reviewed, you are encouraged to finalize the review and have the strategy adopted.</p> <p>The municipality is also reminded to the mandatory transformation issues, i.e Employment Equity</p>	<p>Comments noted, please refer to the Action Plan</p> <p>Employment Equity and WSP plans are in place and fully implemented.</p>	<p>The Human resource strategies have been reviewed and awaiting for approval by council.</p> <p>The plans we submitted to relevant bodies. Both plans were reviewed accordingly. Indicate the adoption date of the plans.</p>	Corporate Services

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>and Workplace Skills development. To this end the municipality needs to improve on this area of work and ensure implementation of the Employment Equity Plan. The municipalities have indicated that there is a Workplace Skills Plan in place.</p> <p>In keeping with legislative development in the country, the municipality is hereby advised that it needs to take cognizance of</p>		<p>The Municipality is in Shared Service in terms of PDA and already has chosen the option of Shared Service again to implement SPLUMA, and the resources have been set aside for the implementation of the new legislation in terms of the Draft Budget.</p>	<p>Planning , Housing and Economic Development</p>

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>the requirements on the Spatial Planning and Land Use Management Act, 2013 (SPLUMA) in respect of institutional arrangements and budget requirements for its implementation.</p> <p>This can be achieved through developing your internal capacity or participating in the Development Planning Shared Services (DPSS). Your municipality is further encouraged to strengthen its controls by developing and</p>		<p>Implementation and adoption of the ICT governance framework.</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		implementing ICT Governance Framework.	There is an ICT governance framework in place which is implemented fully.		Corporate and community services.
2.	Local Economic Development	Your municipality have prepared the LED strategy informing the programs for the Council term ending. You are requested to prepare a new a new LED strategy to inform the 4 th generation of IDP in	Comments noted, please refer to the Action Plan	The new LED strategy will be developed.	Planning, Housing and Economic Development

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>line with the goals and objectives as set in the latest reviewed KZN Provincial Growth and Development Plan (Vision 2030). Your municipality is encouraged to fully pursue the PGDP-DGDP-IDP alignment beyond just a general definition of the goals, objective and strategies, to include key intervention areas, indicators, targets, planned catalytic projects/ programs, budget and timeframes.</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>You are advised to always update the data on performance of key economic drivers in the region.</p> <p>It has been noted that there is the capacity constraints in your municipality with regards to LED. You are encouraged to look at prioritizing building the LED capacity to respond to the pressures for economic development, job creation and sustainable livelihoods in both</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>developed and rural areas. You are encouraged to address in the IDP and LED strategy the Capacity Gap (agriculture/agro-processing, tourism, logistics, etc.) of the municipality in response to the Vision 2030 priorities.</p> <p>You are advised to give attention to comprehensive stakeholders' participation in all LED planning processes and initiatives.</p> <p>You are requested to develop a</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		Monitoring and Evaluation mechanism for the implementation of all LED programs and target set, and also to address the issues identified for redress by either the MEC or the Auditor General.			
3	Basic Service Delivery and infrastructure	It is noted that your reviewed IDP includes a description of water schemes; however the description of the sanitation schemes is not provided. Your municipality is needs to clearly quantify and	Comment has been noted	Comment noted, however, in the rural areas the municipality does note collect solid waste due to insufficient municipal resource and the municipal area is scattered in rural	Technical Services

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>articulate the water and sanitation backlogs within its borders, as reflected in the Water Service Development Plan (WSDP) of the District and to use clear and legible figures.</p> <p>You are encouraged to include the priorities for solid waste collection and also for your municipality to implement a waste minimization system.</p> <p>You are</p>		<p>mountainous areas which are not in a certain pattern thus that gives a challenge to the municipality. The backlog will be spatially reflected.</p> <p>Telecommunication status is a challenge to deal with, Stats SA and Telkom does not provide the municipalities with basic information that will address the issue of telecommunication</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>encouraged to indicate the when the Transportation Infrastructure O & M Plan, the Energy Sector Plan and the Electricity O & M Plan will be developed, adopted and implemented.</p> <p>You are encouraged to specify the mechanisms used for the coordination of human settlements projects and to include the information provided at the LED alignment Sessions.</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>Please include the status of telecommunication coordination activities in your next IDP review</p> <p>Your IDP does not identify how your municipality will address the issues raised by the Auditor General in his report. You are encouraged to include such information and conclude it with the applicable KPA SWOT analysis.</p>			
4.	Financial Viability and Management	I would like to commend your municipality for a	Comment Appreciated		Budget and Treasury

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>well-structured overview of this KPA.</p> <p>I have noted that there are no revenue enhancement and protection strategies indicated. Evidence of a coherent plan to preserve the useful life of municipal infrastructure assets, including the acquisition of new service delivery assets, has not been mentioned.</p> <p>The Financial Plan (</p>	<p>The shortfall indicated will be rectified in the next IDP.</p>	<p>Quantify the cost of provision of free basic services and disclose.</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		and Budget) does not make provision for the cost of providing Free Basic Services to registered Indigents and for Operations and Maintenance cost of Municipal Fixed Assets. The financial plan does not contain projects with committed funding, which are not on the Municipal Budget, from other service providers.	The revenue enhancement strategy was conducted and recommendations	<p>Conduct financial performance assessment of capital spending and evaluate unspent grants.</p> <p>The approach is to do both the revenue protection and revenue enhancement strategy and the sourcing of service provider is in the process.</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
			are being implemented, one of the biggest sources of income is the disposing of land which is still a challenge.		
5.	Good Governance and Public Participation	Your municipality is congratulated for the comprehensive coverage and reporting on all aspects of the Good Governance KPA. You are encouraged to report on the status of the Bid Committees, list them and indicate membership. You are	The municipality appointed a focal person for IGR, the official participates in almost all established structures.	The municipality is taking the recommendation into account.	Corporate Services

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>encouraged to include a comprehensive list of municipal policies with its adoption status.</p> <p>The municipality is commended for being part of the established IGR structures; however, you are encouraged to further participate in the implementation of the Terms of Reference.</p>			
6.	Cross Cutting Intervention	I note that you have compiled with Section 26(e) of the MSA which requires your	Comments noted, please refer to the Action Plan	Due to promulgation of the new legislation(SPLUMA), the SDF will be reviewed using both	Planning, Housing and Economic Development

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>municipality to ensure that the SDF is included in your IDP. The SDF is required to be in compliance with Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001 (Reg. 796 of 2001) and the provisions of section 21 of the SPLUMA. Your SDF is, however, partially compliant with the MSA Regulations and the SPLUMA provisions and you are therefore requested to</p>		<p>internal and external capacity</p> <p>Comprehensive review of SDF will be conducted using internal and external capacity in order to</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>ensure that this is taken into cognizance when reviewing your current SDF.</p> <p>The municipality is commended for making good progress in reviewing the SDF, especially given your capacity constraints. The municipality is encouraged to continue refining the SDF through the development of additional Local Area Plans (LAP) and the updating of the Capital Investment Framework (CIF)</p>	<p>Comments noted, please refer to the Action Plan</p>	<p>ensure that all concerns as raised are well covered.</p> <p>The Municipality has got LED Unit with staff that is responsible for economic development including agriculture.</p> <p>The municipality is finalising LED and Agriculture Strategy and the IDP chapter has been prepared as a summary of LED and Agriculture Strategy and this will be incorporated to the SDF review process.</p> <p>In terms of Disaster issues; relevant Department will be requested to provide necessary data for SDF</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>taking into consideration the COGTA CIF Guidelines.</p> <p>Although various sections of the SDF discuss principles and strategies, they are not directly associated to the municipal area, giving no strategic direction. Strategies to address informal settlements, the integration of non-urban areas into the objectives of the Municipality and managing the development of settlements, especially within the Community</p>	<p>Comments is noted</p>	<p>review process</p> <p>In terms of infrastructure, relevant department will provide data for the SDF review process.</p> <p>The Municipality has already reviewed Housing Sector Plan and necessary data will be extracted from this sector plan and incorporated into the SDF.</p> <p>The Municipality has got town planning scheme adopted about 4 years ago, and now we have finalized wall to wall scheme which is aligned to the existing scheme.</p>	

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>Project Areas, should be included in the SDF.</p> <p>The CIF section of the SDF must be updated to align it with the contents of the recently produced CIF Map. Strategic mapping of critical biodiversity and conservation areas, high agriculture potential areas, disaster risk areas, current and future settlement and land reform areas in relation to existing and planned bulk infrastructure and services, also</p>	<p>The DM plan is in place and aligned to IDP. Disaster risk reduction projects and programs are being mapped.</p>		

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>remains a challenge in your SDF. Information on infrastructure services needs to be strengthened in the SDF by including proposed interventions and projected usage in terms of future development. I further recommend that the applicable Strategic Integrated Projects (SIPs) of 2013 are carefully considered in your next SDF review.</p> <p>I also noted that your municipality has not adopted the required</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		environmental sector tools or conducted the biodiversity analysis and determination of sensitive environmental areas, as well as the sustainability assessment of your SDF. The Agriculture Sector Plan, Housing Sector Plan and Disaster Sector Plan have also not been developed by your municipality and I urge you to develop it urgently, as highlighted in 2014 MEC comments. You are reminded to			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>provide clear evidence of the consultation processes undertaken in the SDF compilation process.</p> <p>The municipality is further commended for highlighting in the SDF the Rural Development as a priority for the 2016/17 financial year and developing a Rural Development strategy in an attempt to identify and address the challenges and needs of its rural communities, in line</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		with the Comprehensive Rural Development Strategy (CRDP). The SDF, however, needs to incorporate the Department projects as outlined in the District Rural Development Plan, Rural Infrastructure Development (RID) and Rural Enterprise and Industries Development (REID) programs. A section on land reform with mapping is to be included in the next SDF review.			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>scorecard, which creates non alignment to the predetermined objectives- there is room for improvement. The organizational Key Performance Indicators (KPIs) are allocated to the respective departments and annual targets set for each KPA.</p> <p>I further commend the municipality for including an explanation of how the PMS is applied through proposed monitoring and evaluation</p>	The OPMS will be in		

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		methods and procedures in the municipality, in the form of a summary of its PMS framework. The municipality is complimented on its effort to include this in line with the specified requirements.			
8.	Implementation of Operation Sukuma Sakhe	The municipality is commended for the progress made with the roll out of Operation Sukuma Sakhe in your municipal area of jurisdiction. Your reporting on the background, status, programs, OSS stakeholders,	Appreciation is noted	The municipality is still exercising the holistic planning and service delivery to the communities in association with all relevant stakeholders. This will improve yearly as it is one of the municipal priorities.	Corporate Services

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		functionality of the war rooms, as well as challenges experienced with the implementation, is duly noted.			
9	Back to Basics	I note that the municipality has not incorporated the Back to Basics program in its strategic planning process to show alignment with government priorities.	Comment noted		
10	Overall Credibility	I commend your municipality on a well-presented user friendly document. There is a strategic flow of the	Appreciation is noted.		

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		<p>document and it is noted that the IDP format guidelines and the IDP assessment criteria were consulted in compiling the document.</p> <p>You are commended on the overall representation of the financial viability and Good Governance KPAs. You are however encouraged to give extra attention to the MEC comments on the strategic thrust and the LED, Basic services delivery and Cross Cutting</p>			

No	Key Performance Area	MEC Comments	Response to the MEC Comments	2015/16 Action Plan	Responsible Department
		KPAs, in order to improve the credibility of your 2017/2018 IDP even further.			

15. DEVELOPMENT STRATEGY

The strategic framework phase presents programs, strategies and activities. The activities are guidelines for specific actions that the municipality will undertake and embark upon to ensure the implementation of projects. For practical purpose the performance indicators' formulations are based on the action plans identified in this phase.

4.1 CONTEXT FOR THE DEVELOPMENT STRATEGY

Development strategy for Nquthu Municipality is based on the notion of developmental local government as introduced in the Constitution, and given effect in terms of various pieces of legislation establishing local government structures. This mandate could be summarized as follows:

- Social development, which includes promoting access to social services, addressing vulnerability, discrimination and poverty, and broadening access to the assets base for the poor.
- Economic development geared towards creating opportunities for employment and sustainable livelihoods.
- Infrastructure development as a means to address service backlogs and create opportunities for economic development.
- Institutional transformation focusing mainly on democratization, shift from control to governance, etc
- Establishment of legal and financial management systems as a means to enable efficient allocation of scarce resources.
- Integrated development and concern with sustainability issues serves as supporting and guiding principles for the implementation of the development strategy and the IDP generally.

4.2 THE MUNICIPAL VISION

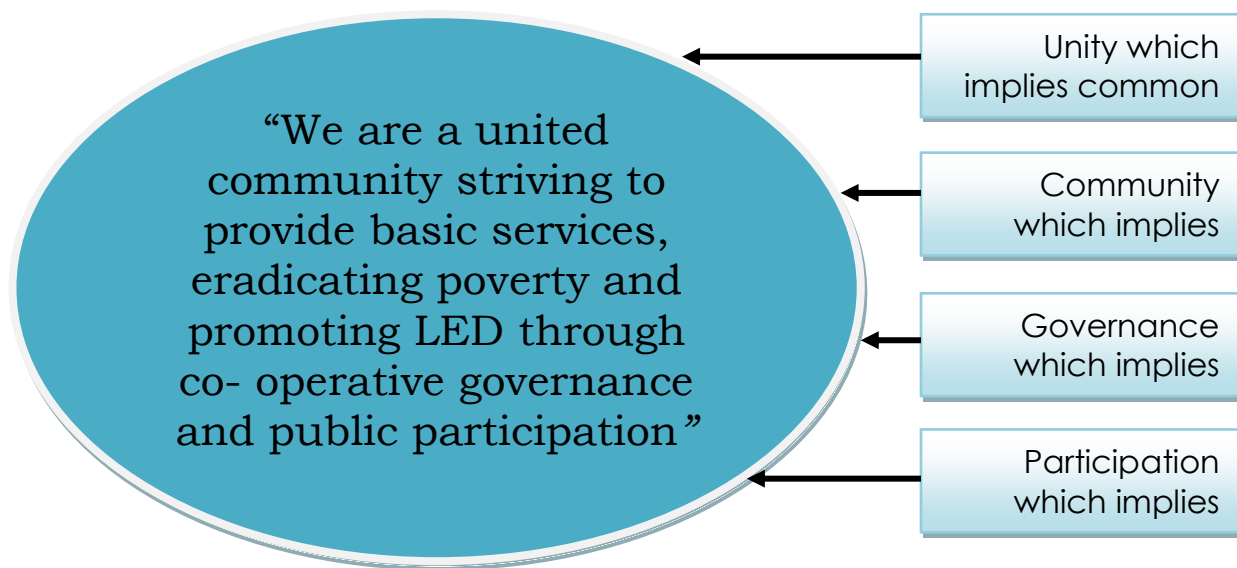
The vision for Nquthu Municipality is a reflection of the common identity of the municipality and its residents and the aspirations of the population in respect of the characteristics that the area will show in a short **(5yrs)** to medium term **(10yrs)** and medium to long term **(20yrs)**.

KWAZULU-NATAL-DEVELOPMENT VISION

By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world.



4.3 THE MUNICIPAL MISSION STATEMENT



4.4 CORE VALUES

The following core values were reviewed and adopted as core values that defines organisational philosophy within the Nquthu Municipality:

Q = Quality

H = Humanity

A = Accountable

W = Willingness

E = Excellence

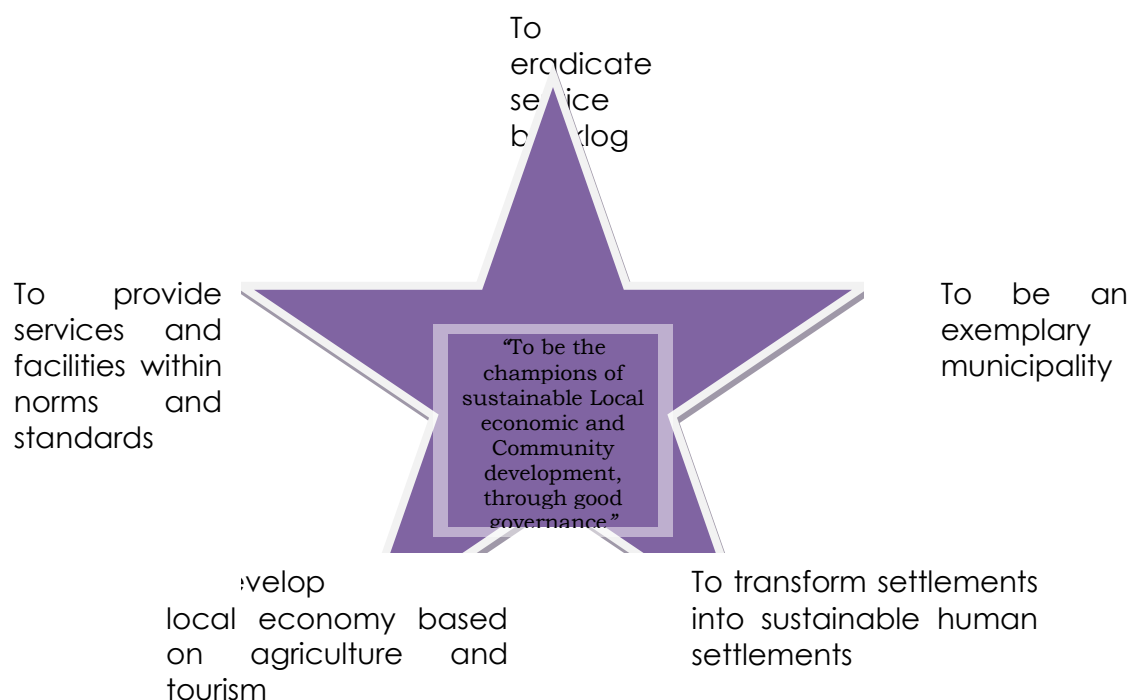
4.5 PRIORITIES

1. Electricity
2. Roads and Causeways
3. Social Facilities
4. Water & Sanitation
5. Integrated Human Settlement
6. LED
 - SMME AND Skills Development
 - Agriculture
 - Tourism Business Development
7. Youth Development
8. Job Creation
- 9 HIV/AIDS
- 10 Disaster

4.6 DEVELOPMENT GOALS

The following long-term development goals have been identified based on the above key performance areas:

- To be an exemplary municipality in South Africa.
- To reduce and eventually eradicate all forms of poverty in Nquthu.
- To provide members of the population with access to basic services and public facilities within the established government norms and standards.
- To transform existing settlements into sustainable and economically generative human settlements.
- To develop local economy based on agriculture, tourism and the supportive economic sectors.



Nquthu Local Municipality has identified the following as key performance areas that may lead to the realization of its development vision. These programs are interrelated and intertwined and as such the success of another depends entirely on the success of others. Thus, for example the success of economic development program depends on the ability of the institution to transform itself and the success implementation of land use management system.

9.74.7 Development Objectives and Strategies

OBJECTIVE	STRATEGIES	NO	RESPONSIBLE DEPARTMENT
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
To ensure Functional Performance Management System	Review and implementation of the Performance Management System framework and procedure manual	1.1	Office of the Municipal Manager
		1.2	Office of the Municipal Manager
To improve institutional and organisational capacity	Filling of budgeted posts	2	Corporate services
	Compliance with the Employment Equity Act	3	Corporate services
	Implementation of the Skills development plan	4.1	Corporate services

To ascertain the rate of confidence in the municipality's ability to provide basic services	Development of service delivery improvement plan	5	Office of the Municipal Manager
	Development of service delivery charter		Office of the Municipal Manager
	Implementation of the complaints management system	6	Office of the Municipal Manager
To enhance and ensure the effectiveness the Information Communication Technology (ICT) Systems	Implementation of the I.T Strategy	7	Corporate services
	Review and adoption of the I.T Strategy	8	Corporate services

	Review and adoption of the communications strategy	9	Office of the Municipal Manager
BASIC SERVICES			
To improve access to electricity services	Provision of electricity in urban areas	9.1	Technical services
	Provision of basic electricity in rural areas	10.1	Technical services
	Provision of free basic electricity	11	Technical services
Access to Basic services	Improve access to electricity		Technical services
To improve access to solid waste removal services	Provision of solid waste removal service to the community	12.1	Technical services

To promote the development of sustainable human settlements and quality housing	Improve access to adequate shelter	13.1	Planning
To ensure provision and maintenance of public facilities	Implementation of the maintenance plan	14	Technical services
	Provision of new of Public Facilities	15.1	Technical services
To improve access to roads	Maintenance of rural and urban roads	16.1	Technical services
LOCAL ECONOMIC DEVELOPMENT			
To create an environment conducive to economic growth and development	Job creation through EPWP and capital projects	17.1	Planning
	Provide support to local businesses	18	Planning

To develop the local economy through a sound and effective institutional framework	Ensure effective functioning of Municipal LED Forum	21	Planning
GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEES			
To promote social cohesion and address the needs of vulnerable groups	Development of a Special Programmes Plan	22	Corporate services
	Implementation of the Special Programmes Plan	23	Corporate services
To ensure effective public engagement and participation in municipal affairs	review the community participation plan	24	Corporate services
	Implementation of the community participation plan	25	Corporate services
	Monitor and manage the functionality of ward committees	26	Corporate services
To improve the Municipal Audit	Approval of the Internal Audit Plan	27	Office of the Municipal Manager

outcome, Corporate Governance and Accountability	Implementation of the Internal Audit Plan	28	Office of the Municipal Manager
	Development of the 2016/2017 AG Action Plan	29	Office of the Municipal Manager
	Implementation of the 2016/2017 AG's Action Plan	30	Office of the Municipal Manager
	Submission of financial Audit and Performance Audit reports to Council	31.1	Office of the Municipal Manager
To ensure that Council is Functioning Effectively and Efficiently	Functional oversight structures	32.1	Corporate services
To ensure an effective fleet management system	Review of the Fleet Management Policy	33	Corporate services
	Development of a Fleet Management procedure manual	34	Corporate services
	Implementation of the Fleet Management	35	Corporate services

	Procedure Manual		
To ensure safeguarding of municipal records	Implementation of the records Management System	36	Corporate services
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT			
To ensure achievement of expenditure targets	Monitor the implementation of the procurement plans	37	Finance
Optimal revenue collection	Implementation of a revenue enhancement strategy and revenue debt collection policy	38.1	Finance
		38.2	Finance
		38.3	Finance
Capital expenditure management	Monitor implementation of the capital expenditure	39	Finance

To ensure disciplined Expenditure management	Monitor implementation of the operational expenditure and planned maintenance targets	40	Finance
To achieve profitability and liquidity ratios	Monitor implementation of the revenue enhancement strategy will ensure effective collection of outstanding debts.	41	Finance
	Monitor implementation of the cash flow management strategy which will serve to safeguard the cash flow requirements and of the institution	42	Finance
	Monitor implementation of expenditure management and cash flow requirements in a manner that will ensure timeous payment of both long term and short term financial obligations.	43.1	Finance
		43.2	Finance

		43.3	Finance
To safeguard Municipal Assets	Quarterly update of the Asset Register	44	Finance
To achieve effective financial reporting	Prepare financial statements	45.1	Finance
		45.2	Finance
Improved budget implementation in the municipality	Compilation of the budget within the legislated time frames	46.1	Finance
		46.2	Finance
CROSS CUTTING MEASURES			
To ensure efficient and credible strategic and spatial municipal planning	Revision of a Credible Integrated Development Plan	47.1	Office of the Municipal Manager
	Implementation of the National Building Standards and Regulations Act	49	Planning
	Review Spatial Development Framework	50	Planning
To ensure sustainable	Review of an Integrated Waste Management Plan	51	Technical services

development and protection of the environment	Implementation of the Integrated Waste Management Plan	52	Technical services
To ensure effective disaster management	Disaster response , assessment and recovery	53	Corporate services
	Implementation of the Disaster Management Plan	54	Corporate services
	Review Disaster Management Plan	55	Corporate services
	Functioning of the disaster management structures and systems	56	Corporate services
To provide a safe and secure environment	Conduct road blocks to enhance law enforcement	57	Corporate services
	To render a prompt and efficient reaction to road traffic accidents	58	Corporate services

16. IMPLEMENTATION PLAN

Nquthu Local Municipality has prepared the implementation plans according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plans serve as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programs. They also have the core functions aligned to each Key Performance Areas to be undertaken during the 2015/16, 2016/2017 and 2017/2018 financial years, these core functions are then aligned to the budget to facilitate the implementation. The implementation plans have committed human and financial resources to enable the municipality to achieve its developmental mandate.

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Basic Service Delivery and Infrastructure Investment	Improving services of the community	Implementation of basic services such as roads and causeways, halls, trading shelters and recreational facilities	R30 000 000	R40 000 000	R57 113 007.18	Manager: Technical Services
		Sport and Recreation (Construction of Mafihleng Sport facility)	R1 700 000	R1 700 000	R1 795 660.5	

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
		Construction of Nkande Sport Facility		R800 000	R557 332.32	
		Construction of Springlake sport facility		R2 100 000	R2 000 000.	
		Construction of Jama Horse Riding sport facility		R1 000 000		
Basic Service Delivery and Infrastructure Investment	Basic Services and Infrastructure	<ul style="list-style-type: none"> • Installation of rural electrification • Installation of High Masts Lights 	R1 500 000 R2 000 000	R28 000 000 R500 000	R28 250 000.	Department of Energy In-house
Basic Service Delivery and Infrastructure Investment		<ul style="list-style-type: none"> • Construction of Nquthu Sportfields • Construction and maintenance of social facilities (Creches, municipal offices) 		R1 700 000 (Creches)	R1 795 660.5	Department of Sport and Recreation Technical Services

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Municipal Viability and Financial Management		<ul style="list-style-type: none"> Establishment of Supply Chain Management Internal Audit and Audit Committee Upgrade and Maintenance of financial management system Support the municipal officials (Trainings) Implementation corrective actions to address audit findings Preparation of recovery plan 				Manager: Finance

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Local Economic Development	Economic Development	Implementation of the Economic Vision projects through the following programmes: <ul style="list-style-type: none"> • SMMEs projects 	R400 000	R850 000.00	780 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> • Tourism Promotions: End year Cultural Events Isandlwana Commemoration Nquthu Tourism Broucher Tourism Indaba 	R47 925	R778 000.00	828 570	
Local Economic Development	Economic Development	<ul style="list-style-type: none"> • Nondweni Mass Community Garden 	0	0	500 000	Manager: Planning Development

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Art, Culture and Heritage programmes 	R 1 131 500	R1 800 000.00	1 833 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Ingoma Awards 	0	0	750 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> LED Programmes & Poverty Alleviation 	R1 300 000	R1 800 000.00	2 130 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> UMkhosi Womhlanga 	R503 700	R652 000.00	634 380	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Arts and Culture Feasibility Study 	0	0	1 000 000	Manager: Planning Development

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Agricultural Strategy 	0	0	700 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Evaluation Roll 		0	63 600	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Sheep & Wool 	R500 000	R1 800 000.00	5000 000	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Capacity Building for Committees 	R50 000			Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Informal Traders Development 	0	250 000	372 500	Manager: Planning Development
Local Economic Development	Economic Development	<ul style="list-style-type: none"> Drivers Licence Programme 	250 000	300 000	319 500	Manager: Planning Development
Spatial Equity & Environmental Management	Spatial Dev. & Environmental Management	<ul style="list-style-type: none"> Nondweni Formalisation 	R600 000	R600 000.00	500 000	Manager: Planning Development

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
		<ul style="list-style-type: none"> Social Housing Survey 	0	450 000	700 000	Manager: Planning Development
Good Governance and Public Participation	Social Development	<ul style="list-style-type: none"> December Soccer Tournament Work and Play SALGA Games Indigenous Games Athletics and Karate Municipal Selections Golden Games Rural Horse Riding Horse riding selections 	R2 295 000	R3 000 000.00	R100 000 (word & paly), R350000 (SALGA Games) R100000 (indigenous games), R380000 (Municipal selection), R300 000(gol den games), R150 000 (rural horse riding)	Manager: Corporate Services

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
Good Governance and Public Participation	Social Development	<p>Implementation of children and youth programmes which are as follows:</p> <ul style="list-style-type: none"> • Learn & Play activities • Commemoration of Children's day • Establishment of Children's forum and youth forum • Registration Bursary • School Uniform • Sanitary Pads • Exam Prayer • Youth Summit 	R 2 950 000	R 2 450 000.	<p>R 4 600 000.</p> <ul style="list-style-type: none"> • Learn & Play activities • Commemoration of Children's day • Establishment of Children's forum and youth forum • Registration Bursary • School Uniform 	Office of the Municipal Manager

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
					<ul style="list-style-type: none"> • Sanitary Pads • Exam Prayer • Youth Summit 	
Good Governance and Public Participation	Social Development	Implementation of sustainable programmes dealing with people living disabilities as per the following: <ul style="list-style-type: none"> • Sign Language activity • HIV Programmes • Christmas for senior citizen • Training for ward AIDS Committee • Race unable sport Richmond 	R1 750 000	R250 000.00 (World Aids Day) R150 000.00 (HIV/AIDS Awareness) R590 000.00 (Gender and HIV)	R265000 (World Aids Day) R159000)HIV/AIDS AWARENESS R625 400 (Gender and HIV)	Manager: Corporate Services

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
		(Disability)				
Institutional Development and Transformation	Institutional Development	Capacity development for the employees	R 461 478	R1 944 495.40	R 1 500 000.	Manager: Corporate Services
Good Governance and Public Participation	Good Governance	Marketing and promotions of the municipality		R622 000.00	R 1 083 320	Office of the Municipal Manager
Good Governance and Public Participation	IDP & PMS Coordination	Strategic Planning Workshop Representative Forums Public Participation	R600 000	R310 000	R330 150.	Office of the Municipal Manager
Good Governance and Public Participation	Audit Committee	Paying of Audit Committee Members	R600 000	R170 000	R 181 050	Office of the Municipal Manager
Good Governance	Risk Management	Annual Risk Assessment, Fraud Assessment	R100 000	R20 000	R 21 300	Office of the Municipal Manager

NATIONAL KEY PERFORMANCE AREA(S)	MUNICIPAL KEY PERFORMANCE AREA(S)	PROJECT	RESPONSIBLE DEPARTMENT			
			2015/16	2016/17	2017/18	
ad Public Participation Good Governance and Public Participation	Disaster Management		R448 000	R1 100 000 (Lightning Conductors) R55 000 (Disaster awareness) R100 000 (Disaster Response)	R2 200 000 (Lightning conductors) R58300 (Disaster awareness) R270 000 (Disaster Response) R700 000 (post-disaster recovery)	Manager: Corporate Services

17. SECTION F : FINANCIAL PLAN

17.1 FINANCIAL PLAN ANALYSIS

Nquthu Municipality has prepared the Enhancement Strategy which reflects the revenue collection and set as part of financial plan on how the municipality is going to attain the revenue to keep the municipality sustainable in terms of revenue. The following sections are critically undertaken within the strategy:

6.1 RENTAL FACILITIES AND RENTAL

- Determined if there are any municipal properties where the service is levied but no billing takes place for such as facility.
- Determine if there are any vacant properties that can be renovated and utilised to increase the revenue.
- Assessed the condition of certain sports facilities and determined if there are controls surrounding the usage of the facilities and enquired if these facilities are charged for accordingly if there are in use,
- Determined if are there any sports facilities which have been developed or can be developed with the intention of generating more revenue on them

6.2 PROPERTY RATES AND REFUSE REMOVAL SERVICES

In terms of the property rates and refuse removal services, the Enhancement Strategy embarked on the following matters:

- To determine if the charge out rates and information used for billing is accurate together with the rate used for that specific property.
- The strategy also highlight if all sites have been included in the valuation roll for completion purposes.
- Determined if there are any new developed properties that do not formulate part of the billing in the system.

- Determined if there are any properties which are within the municipal demarcation which are not included in the roll or can be included to increase the rates revenue.
- Determine if the refuse removal services if is charged accordingly for all the premises that the services is performed for.
- Determine also if such services are performed accordingly.

9.8.6.3 WATER SUPPLY SERVICES AND LICENCING FACILITIES

- The Enhancement Strategy looks at the possible additional service revenue which a municipality is not yet providing but has a potential income in the near future if such service is provided. (I.e. Learners and Vehicle Licencing and also licence facility tests centre).
- Performed an analysis of water supply service to determine if the municipality has potential of obtaining such service from a local district and perform it for the purposes of generating additional revenue.

9.9.6.4 ELECTRICITY SUPPLY SERVICES

The strategy also addresses the matters of electricity such as:

- If the electricity meters are in a good working condition,
- All the meters formulates part of the meter readings and if there are any meters that have been left out in the reading,
- The possible illegal connections done ,
- Determine if the meter readings are done accurately,
- Determine if all the electricity stations boxes have meters for billing purposes
- Determined possible areas where there municipality additional electricity within its demarcation,

KZN242 Nquthu - Table A9 Asset Management			
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Description	2016/17 Medium Term Revenue & Expenditure Framework		
	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand			
CAPITAL EXPENDITURE			
Total New Assets	88 785	63 948	63 865
Infrastructure - Road transport	49 879	5 600	0
Infrastructure – Electricity	–	–	–
Infrastructure – Water	–	–	–
Infrastructure – Sanitation	–	–	–
Infrastructure – Other	–	–	–
Infrastructure	49 879	5 600	0
Community	32 388	45 621	50 860
Heritage assets	–	–	–
Investment properties	–	–	–
Other assets	6 518	12 727	13 005
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	–	–	–
Total Renewal of Existing Assets	–	–	–
Infrastructure - Road transport	–	–	–
Infrastructure – Electricity	–	–	–
Infrastructure – Water	–	–	–
Infrastructure – Sanitation	–	–	–

Infrastructure – Other	–	–	–
Infrastructure	–	–	–
Community	–	–	–
Heritage assets	–	–	–
Investment properties	–	–	–
Other assets	–	–	–
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	–	–	–
Total Capital Expenditure			
Infrastructure - Road transport	49 879	5 600	0
Infrastructure – Electricity	–	–	–
Infrastructure – Water	–	–	–
Infrastructure – Sanitation	–	–	–
Infrastructure – Other	–	–	–
Infrastructure	49 879	5 600	0
Community	32 388	45 621	50 860
Heritage assets	–	–	–
Investment properties	–	–	–
Other assets	6 518	12 727	13 005
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	–	–	–

TOTAL CAPITAL EXPENDITURE - Asset class	88 785	63 948	63 865
ASSET REGISTER SUMMARY - PPE (WDV)			
Infrastructure - Road transport	49 879	5 600	–
Infrastructure – Electricity	–	–	–
Infrastructure – Water	–	–	–
Infrastructure – Sanitation	–	–	–
Infrastructure – Other	–	–	–
Infrastructure	49 879	5 600	–
Community	32 388	45 621	50 860
Heritage assets			
Investment properties	1 022	1 022	1 022
Other assets	6 518	12 727	13 005
Agricultural Assets	–	–	–
Biological assets	–	–	–
Intangibles	460	460	460
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	90 267	65 430	65 347
EXPENDITURE OTHER ITEMS			
Depreciation & asset impairment	9 200	–	–
Repairs and Maintenance by Asset Class	9 428	9 869	10 344
Infrastructure - Road transport	3 000	3 180	3 371
Infrastructure – Electricity	1 000	1 060	1 124
Infrastructure – Water	–	–	–

Infrastructure – Sanitation	–	–	–
Infrastructure – Other	–	–	–
Infrastructure	4 000	4 240	4 494
Community	–	–	–
Heritage assets	–	–	–
Investment properties	–	–	–
Other assets	5 428	5 629	5 850
TOTAL EXPENDITURE OTHER ITEMS	18 628	9 869	10 344
Renewal of Existing Assets as % of total capex	0.00%	0.00%	0.00%
Renewal of Existing Assets as % of deprecn"	0.00%	0.00%	0.00%
R&M as a % of PPE	3.00%	2.60%	2.30%
Renewal and R&M as a % of PPE	10.00%	15.00%	16.00%
References			
1. Detail of new assets provided in Table SA34a			
2. Detail of renewal of existing assets provided in Table SA34b			
3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c			
4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure			
5. Must reconcile to 'Budgeted Financial Position' (written down value)			
6. Donated/contributed and assets funded by finance leases to be allocated to the respective category			

7. Including repairs and maintenance to agricultural, biological and intangible assets			
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KZN242 Nquthu - Table A7 Budgeted Cash Flows			
Description	2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts			
Property rates, penalties & collection charges	17 664	21 032	22 147
Service charges	17 992	23 920	26 673
Other revenue	1 975	1 985	1 977
Government – operating	114 939	120 181	126 030
Government – capital	56 389	63 948	63 865
Interest	11 064	11 672	12 291
Dividends	–	–	–
Payments			
Suppliers and employees	-102 745	-108 851	-118 302
Finance charges	-6	–	–
Transfers and Grants	-3 300	-3 498	-3 708
NET CASH FROM/(USED) OPERATING ACTIVITIES	113 970	130 389	130 972

CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Proceeds on disposal of PPE	–	–	–
Decrease (Increase) in non-current debtors	–	–	–
Decrease (increase) other non-current receivables	–	–	–
Decrease (increase) in non-current investments	–	–	–
Payments			
Capital assets	-88 785	-63 948	-63 865
NET CASH FROM/(USED) INVESTING ACTIVITIES	-88 785	-63 948	-63 865
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Short term loans	–	–	–
Borrowing long term/refinancing	–	–	–
Increase (decrease) in consumer deposits	–	–	–
Payments			
Repayment of borrowing	-123	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	-123	–	–

NET INCREASE/ (DECREASE) IN CASH HELD	25 062	66 441	67 107
Cash/cash equivalents at the year begin:	264 359	289 422	355 863
Cash/cash equivalents at the year end:	289 422	355 863	422 970
References			
1. Local/District municipalities to include transfers from/to District/Local Municipalities			
2. Cash equivalents includes investments with maturities of 3 months or less			
3. The MTREF is populated directly from SA30.			
Total receipts	220 022	242 739	252 982
Total payments	-194 837	-176 297	-185 875
	25 185	66 441	67 107
Borrowings & investments & c.deposits	–	–	–
Repayment of borrowing	-123	–	–
	25 062	66 441	67 107
	–	–	–

KZN242 Nquthu - Supporting Table SA25 Budgeted monthly revenue and expenditure			
Description	Medium Term Revenue and Expenditure Framework		
R thousand	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19

Revenue By Source			
Property rates	22 719	23 968	25 239
Property rates - penalties & collection charges	625	659	694
Service charges - electricity revenue	19 000	21 329	23 944
Service charges - water revenue	–	–	–
Service charges - sanitation revenue	–	–	–
Service charges - refuse revenue	2 456	2 591	2 728
Service charges - other	–	–	–
Rental of facilities and equipment	540	535	567
Interest earned - external investments	10 652	11 237	11 833
Interest earned - outstanding debtors	412	435	458
Dividends received	–	–	–
Fines		276	292

	260		
Licences and permits	600	636	674
Agency services	–	–	–
Transfers recognised - operational	114 939	120 181	126 030
Other revenue	603	569	476
Gains on disposal of PPE	–	–	–
Total Revenue (excluding capital transfers and contributions)	172 806	182 417	192 936
Expenditure By Type			
Employee related costs	52 999	55 909	58 869
Remuneration of councillors	10 688	11 276	11 873
Debt impairment	1 000	–	–
Depreciation & asset impairment	9	–	–

	200		
Finance charges	6	–	–
Bulk purchases	21 105	22 371	23 713
Other materials	1 035	1 097	1 163
Contracted services	9 437	10 315	12 960
Transfers and grants	3 300	3 498	3 708
Other expenditure	49 692	62 151	66 431
Loss on disposal of PPE	–	–	–
Total Expenditure	158 462	166 617	178 717
Surplus/(Deficit)	14 344	15 800	14 219
Transfers recognised - capital	56 389	63 948	63 865
Contributions recognised - capital	–	–	–

Contributed assets	-	-	-
Surplus/(Deficit) after capital transfers & contributions	70 733	79 748	78 084
Taxation	-	-	-
Attributable to minorities	-	-	-
Share of surplus/ (deficit) of associate	-	-	-
Surplus/(Deficit) 1	70 733	79 748	78 084
References			
1. Surplus (Deficit) must reconcile with Budgeted Financial Performance			
Check	-	-	-

KZN242 Nquthu - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)			
Description	Medium Term Revenue and Expenditure Framework		
R thousand	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue – Standard			

Governance and administration	176 924	187 431	196 702
Executive and council	29 778	31 876	33 541
Budget and treasury office	146 574	154 988	162 560
Corporate services	572	568	601
Community and public safety	2 420	2 539	2 679
Community and social services	1 557	1 625	1 709
Sport and recreation	–	–	–
Public safety	863	915	970
Housing	–	–	–
Health	–	–	–
Economic and environmental services	66	–	–
Planning and development	66	–	–
Road transport	–	–	–

Environmental protection	–	–	–
Trading services	49 785	56 394	57 345
Electricity	47 262	53 732	54 617
Water	–	–	–
Waste water management	–	–	–
Waste management	2 523	2 662	2 728
Other	–	–	–
Total Revenue - Standard	229 195	246 365	256 726
Expenditure – Standard			
Governance and administration	78 007	74 562	80 435
Executive and council	25 216	28 156	30 011
Budget and treasury office			

	25 905	16 572	17 359
Corporate services	26 885	29 834	33 065
Community and public safety	25 989	26 501	28 034
Community and social services	16 415	15 948	16 892
Sport and recreation	–	–	–
Public safety	9 574	10 553	11 142
Housing	–	–	–
Health	–	–	–
Economic and environmental services	29 695	30 436	33 106
Planning and development	19 744	19 905	21 967
Road transport	9 950	10 531	11 140
Environmental protection	–	–	–
Trading services	36 617	37 348	39 517

Electricity	28 788	29 079	30 796
Water	–	–	–
Waste water management	1 393	1 470	1 549
Waste management	6 436	6 799	7 173
Other	–	–	–
Total Expenditure - Standard	170 307	168 848	181 093
Surplus/(Deficit) before assoc.	58 888	77 517	75 632
Share of surplus/ (deficit) of associate	–	–	–
Surplus/(Deficit)1	58 888	77 517	75 632
References			
1. Surplus (Deficit) must reconcile with Budeted Financial Performance			
Check	-11 845 036	-2 231 236	-2 451 395

18. SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

18.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the councilors, staff, and the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

2001: Municipal Planning and Performance Regulations states that:

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

To date the municipality has advertised the Terms of Reference for the appointment of the Service Provider who will review the existing OPMS Framework. For the 2015/16 IDP Review, the municipality has prepared a functional and effective Organisational Performance Management System which addresses performance needs of the organization and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient and accountable manner as required by Section 38 of the Municipal Systems Act (No32 of 2000).

In terms of measuring the performance of the municipality in implementing the 2015/16 IDP Review, the municipality has reviewed the entire system of Performance Management System, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards;
- Departmental Scorecards;
- Performance Framework; and
- Performance Policy

The organisational scorecard is attached herewith as Annexure I 5.

18.2 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Subsequent to the adoption of the 2017/18 IDP Review and Budget by Council on or before the end of June 2017, the municipality will then prepare the Service Delivery and Budget Implementation Plan within 14 days after the adoption of the Budget which will serve as a monitoring tool for the implementation of the IDP, and then prepare the performance agreements for the Section 54 and 56 Managers as required by the 2006 Performance Regulations and 2014 Regulations on appointment and conditions of employment of Senior Managers which were conclude in July 2014. The municipality will also undertake the quarterly reviews during 2015/16 financial year to monitor performance as per the following quarters:

First quarter : July – September 2016

Second quarter	:	October – December 2016
Third quarter	:	January – March 2017
Fourth quarter	:	April – June 2017

The performance agreements which be concluded will consist of the following documents

- Annexure A : Performance Plan
- Annexure B : Personal Development Plan
- Annexure C : Financial Disclosure Form
- Annexure D : Code of Conduct

19. SECTION I: ANNEXURES

19.1 ANNEXURES

The following is the table of Sector Plans that the municipality has in place and their review date as per the status:

Sector Plan	Last Review date	Status
Disaster Plan	2013	Adopted
Spatial Development Framework	2012	Adopted (Reviewed Annually as per IDP)
Integrated Waste Management Plan	2015	Draft has been presented to the municipality, to be adopted by 30 June 2015
Infrastructure Plan	2015	Draft has been presented to the municipality, to be adopted by 30 June 2015
Financial Plan	2013	Adopted
LED Strategy	2015	Approval Stage (By 30 June 2015)

LED Study	2005	Adopted
Town Planning Scheme	2011	Adopted
Wall to Wall	2014	Draft (To be presented to Council)
Urban Renewal framework	2012	Adopted
Housing Plan	2012	Adopted
Communication Strategy	2014	Adopted
HIV/AIDS Strategy	2013	Adopted

2015/16/17 MUNICIPAL & SECTOR DEPARTMENTS PROJECTS



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Below is the list of proposed capital projects:

DESCRIPTION	BUDGET ESTIMATE	BUDGET ESTIMATE	BUDGET ESTIMATE
	2017/18	2018/19	2019/20
Manzekhofi Road – Ward 1	1,422,813.60	0	0
Ndatshana Road – Ward 16	495,428.08	0	0
Ntabenebomvu Road – Ward 12	2,803,737.97	0	0
Ekudukeni Road - Ph-1 – Ward 17	1,140,311.13	0	0
Nondweni Road – Ward 06	938,386.47	0	0
Mashanganeni Road – Ward 02	1,584,443.32	0	0
Langakazi Road – Ward 09	1,066,287.89	0	0
Savuya Road - Ph-1 – Wrd 03	2,647,007.87	0	0
Magogo Road Ext – Ward 03	664,628.06	0	0
Mantuli Road - ph-1 – Ward 08	2,000,896.58	0	0
Mnngqunyeni Road –	394,539.05	0	0

Ward 09			
Hluleni Road Ext – Ward 13	538,512.82	0	0
Ngolokodo Road – Ward 17	58,006.39	0	0
Pitso Road –Ward 15	76,974.89	0	0
Nsekwini Road- Ward 13	154,105.19	0	0
Nomalanga Road Ext- Wd 02	208,708.87	0	0
Masakhane Road – Ward 05	261,172.51	0	0
Ubemba Road - Phase- 2 , 3 & 4 – Ward 01	3,000,000	3,500,000	3,000,000
Ekudukeni Road Phase- 2 – Ward 17	0	0	3,359,689
Savuya Road Phase-2 – Ward 03	1,685,536.05	70,822.95	
Mantuli Road Phase-2- Ward 08	0	5,215,742	260,787
Osuthu Road – Ward 17	0	0	3,500,000
Ncwaba Road – Ward 02	0	0	3,500,000
Konkonyane Road - Ward 03	0	0	3,500,000
Bucoshi Road – Ward 04	0	0	3,500,000
Ekukhanyeni Road – Ward 05			3 500 000
Mphunyuka Road – Ward 09			3 500 000
2 Gate Road – Ward 12			3 500 000
Ward 13 Road			3 500 000
	21,141,496.74	8, 786,564.95	34,690,566.00
HALLS			
Ngwebini Hall- Ward 09	90,860.42	0	0
Luvisi Hall- Ward 14	296,599	0	0

Manxili Hall- Ward 01	145,897	0	0
Mafihleng Hall –Ward 13	2,600,000.00	239,257.00	0
Eziqhazeni Hall – Ward 12	2,600,000.00	577,197.00	0
Leneha Hall- Ward 16	202,889.95	0	0
Vulamehlo Hall- Ward 11	204,409.69	0	0
Ngedla Hall- Ward 10	2,686,960.00	0	0
Ntanyandlovu Hall- Ward 11	260,799.80	0	0
Thelezini Hall- Ward 15	214,719.93	0	0
Mabululwane Hall- Ward 08	2,711,471.14	0	0
Zicole Hall- Ward 13	67,945.47	0	0
Gubazi Hall –Ward 11	631,587.20	0	0
Kwayise Hall (ward 02)	2,800,000.00	200,000.00	0
Masakhane Hall –Ward 05	0	3,000,000	200,000
Mkhonjane Hall- Ward 15	0	0	2,800,000
Ndatshana Hall –Ward 16	0	0	2,800,000
Gwija Hall –Ward 01			2,800,000
Trading Shelters – ward 06			2 800 000
Odudela Hall – Ward 07			2 800 000
Nkalankala Hall –Ward 11			2 800 000
	15,423,279.18	4 016 454.00	17 000 000.00
BRIDGES & CAUSEWAYS			

Thokoza Bridge – Ward 09	0	3,000,000	200,000.00
Mpolweni Causeway – Ward 11	436,094.00	0	0
Nhloya Bridge – Ward 10	1,337,137.26	0	0
Patsoana Bridge –Ward 08			4 000 000
	1 773 231.26	3 000 000	4 200 000
SPORT FACILITIES			
Mafihleng sport field – Ward 13	1,795,660.50	0	0
Nkande sport field – Ward 17	557,332.32	0	0
Upgrading of Nquthu Stadium – Ward 14	2,000,000	9,000,000	500,000
Springlake sport field – Ward 12	0	4,000,000	300,000
Jama Horse Riding – Ward 04	0	4,000,000	300,000
Ngonini Sport field – Ward 10	0	0	4,000,000
	4,352,992.82	17 000 000	5 100 000
EARLY CHILD DEVELOPMENT FACILITIES			
Mpumelweni Crèche –Ward 14	0	1,000,000	100,000
Magabeni Crèche – Ward 07	0	800,000	80,000
		1 800 000	180 000
IN HOUSE FUNDED PROJECTS			
Road surfacing and Storm water Management –Ward 14	8,000,000	10,000,000	12,000,000
Extension of Municipal offices Inc. Ext. Of Council Chamber – Ward 14	2,500,000	5,000,000	500,000

Barker street - Re-surface – Ward 14	1,000,000	2,500,000	350,000
Extension of Technical Services Offices – Ward 14	0	5,000,000	300,000
Stores offices – Renovation – Ward 14	500,000	650,000	0
Vehicle Testing Ground –Ward 14	500,000	0	0
Ezinkodlwaneni Storm water Diversion- Ward 14	200,000	0	0
Nquthu CBD Storm Water Management – Ward 14	350,000	0	0
ubemba Road - Ph-1 (Release of retention) – Ward 01	200,000	0	0
Machitshana Hall (Release of Retention) – Ward 04	150,000	0	0
Mahlungulu Hall (Release of Retention)- Ward 06	150,000	0	0
Fire station Offices – ward 14	2,000,000.00	11,000,000.	1,000,000.00
Testing Ground- Offices – ward 14	2,000,000.00	4,000,000.00	400,000.00
Welcome to Nquthu Town signs –ward 14	1,225,000.00	1,225,000.00	250,000.00
Vehicle Testing Station – COR – ward 14	0	0	6,000,000
	18,775,000.00	39,375,000.00	20,375,000.00
ELECTRIFICATION PROJECTS			
Installation of Solar Street lights - ward 14	2,000,000	2 500 000	3 000 000

Nomathinta Electrification Phase 2 (Ndindindi, Magabeni, Mbewunye, Mfongomfongo and Amangwe Buthanani) - Ward-07,08,09 &13	16 400 000		
Nquthu Low cost Housing- phase-2 - Ward-14	7,600,000	20,000,000	300,000
Hight mast lighting (ward-6&14), Nondweni &Luvisi	0	4,000,000	300,000
TEST AND REPLACE ROTTEN WOODERN HT POLES 12m × 650mm Ø	1,500,000	4,400,000	4,840,000
REPAIR OF SUB-STATION ROOF	250,000	0	0
CHANGE OF 95mm ² XPLE CABLE × 500m	500,000	0	3,500,000
	28,250,000.00	28,400,000.00	11,940,000.00

MIG MTEF Allocation

Kzn 242 projects

2017/2018	2018/2019	2019/2020
42 691 000.00	33 346 000.00	35 0962 000.00
42 691 000.00	34 603 018.95	61 170 566.00
	(1 257 018.95)	(26 078 566.00)

BELOW IS THE LIST OF THE PROPOSED CAPITAL PROJECTS UNDER ELECTRIFICATION

1. Qhudeneni – Ward 01)
2. In fills (ward 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13,14,15, 16 & 17)

COMPLETED PROJECTS FROM DEPARTMENT OF ENVIRONMENTAL AFFAIRS

Buy-Back Centre	R7 000 000.00
Land Rehabilitation	R15 000 000.00

APPROVED HOUSING FOR 2014/15	WARDS	NO OF UNITS	STATUS
Qhudeneni	1	1000	Planning Stage
Jama	3,4 & 5	1000	Planning Stage
Isandlwana	9&10	1000	Planning Stage
Ndatshana	16 &15	1000	Planning Stage
Total			4000

NEW HOUSING PROJECTS

PROJECT NAME	WARDS	STATUS
Mtshongweni	11	Resolution Stage
Eskhaleni/Thokoza Housing	9	Resolution Stage
Hlajakazi/Magogo Housing	2/3	Resolution Stage
Magongoloza Housing	8	Resolution Stage

Haladu/ Leneha Housing	16	Resolution Stage
Ndindindi/ Nhlalakahle Housing	7	Resolution Stage
Masheseleni/Mafihleng Housing	13	Resolution Stage

NATIONAL DEPARTMENT OF ARTS AND CULTURE

Project Name	Location	Budget	Type
The statue of King Cetshwayo and Isandlwana war memorial			Machinery and production material

DEPARTMENT OF RURAL DEVELOPMENT

Project Name	Location	Budget	Type
Asibemunye Textile Cooperative	Ward 11	R400 000	Machinery and production material

ESKOM

EMondlo- St James new 88kv kingbirdline	Part of 5 year plan
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AGRICULTURE, ENVIRONMENTAL AFFAIRS & RURAL DEVELOPMENT

Project Name	Ward No	Budget	Agricultural Advisor
Nesta Shabangu Poultry	10	R1 500 000	TC Njilo
Nquthu Wool Shed	16	R1 000 000	TC Njilo

Inqolobane Garden Pump	16/17	R200 000	TH Thabethe
Jabavu Land Care	12	R3 000 000	WG Khali
Mechanization (Maize and Bean Production)	All	R5 000 000	P Hlatshwayo
Mfolozi Community Garden	10	R100 000	DN Mthembu

PLANNED PROJECTS 2015/16

PROJECT NAME		WARD NO	BUDGET	AGRICULTURE ADVISOR
Inqolobane Crop Production		16/17	R3 000 000	TH Thabethe
Ntinini Ground nuts		4	R2 000 000	TS Masiteng
Tgobs Poultry		11	R200 000	TC Njilo
Maseru Wool Sheep		13	R200 000	TC Njilo
Ziphinzini Fencing (Mayoral Request)		1	R150 000	Ms Tembe
Diptanks		1		Ms Tembe
	Nsunguza			
	Ntanyeni	1		Ms Tembe
	Nzimane	2		TM Mncube
	Sigubudu	9		DN Mthembu
	Amanga	1		Ms Tembe
Stockwater	Jabavu	12		WG Khali
	Mbokodo	1		TM Mncube
	Ncepheni	10		DN Mthembu

UMZINYATHI DISTRICT MUNICIPALITY PROJECTS 2015/16

PROJECT	Budget	Financial Year
Ntinini Regional Water	R15 000 000	2015/16
Hlajakazi Water Scheme	R25 000 000	2015/16
Nquthu Sanitation	R9 000 000	2015/16

SECTION H:
ORGANOGRAM

SECTION I:
SECTOR PLANS

ANNEXURES